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EXPANDED ROLE FOR THE RESERVES AND NATIONAL GUARD

HEARING

BEFORE A

SUBCOMMITTEE OF THE

COMMITTEE ON APPROPRIATIONS UNITED STATES SENATE

NINETY-NINTH CONGRESS

SECOND SESSION

SPECIAL HEARING

Army Reserve

North Dakota Air National Guard

Printed for the use of the Committee on Appropriations

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EXPANDED ROLE FOR THE RESERVES AND NATIONAL GUARD

THURSDAY, MAY 22, 1986

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
SUBCOMMITTEE ON DEFENSE,
Fargo, ND.

The subcommittee met at 2 p.m., in the Walnut Room, Best Western-Fargo Doublewood Inn, 3333 13th Avenue S., Fargo, ND, Hon. Ted Stevens (chairman of the subcommittee) presiding.

Present: Senators Stevens and Andrews.

GUARD AND RESERVE ISSUES

OPENING STATEMENT OF SENATOR STEVENS

USE OF GUARD AND RESERVE TO COMPLEMENT REGULAR SERVICES

Senator STEVENS. Good afternoon. It is a pleasure for me to be here this afternoon in North Dakota with my good friend and colleague, Senator Mark Andrews. This is the second hearing we have had of the Senate Appropriations Defense Subcommittee on matters of particular interest to Guard and Reserve in the vein we are involved with here this afternoon.

The first one we had focused on the Department of Defense's $19.4 billion request for personnel, operations, and procurement funds and its proposed increase of 51,623 Reservists to support the continued expansion of the Reserve force and its mission.

Today we want to explore further a subject which Senator Andrews and I feel is critical to the continued security of our Nation. That issue is increasing utilization of the Guard and Reserve forces to complement the Regular services and, if possible, to see if we can use them on a permanent plan to meet our commitments in NATO and Europe.

We hope to learn firsthand of the experience of the North Dakota Air Guard, whose 119th Fighter Interceptor Group is playing a leading role in a 12-month air defense alert in Germany. This is a unique role, I might add, for this unit. The operation is one of two continuous European deployments of the Air Guard. It gives us a chance to have a case study of the innovative use of these Guard and Reserve forces to see if we can meet the needs of tomorrow by changes that we could implement today.

As far as NATO is concerned, we are also going to hear testimony from the Army, with some examples of how they have performed similar missions.

First let me see if my good friend has any comments. I am proud to be with you here in your home State, my friend.

STATEMENT OF SENATOR ANDREWS

Senator ANDREWS. It is good to have you here. We are glad to have you out to the farm and come out and visit North Dakota. I might point out that Senator Stevens has been a long-time friend of Senator Young. His wife has been a guest of Mary's out on our farm a couple of times.

Ted and I even get involved in the intermural politics in the Senate. I supported him for majority leader and we came within one vote. You cannot do much better than that. We have served together on the Appropriations Committee. It is a great privilege and pleasure to serve with Ted.

Mr. Chairman, it gives me a great deal of pleasure to participate in this field hearing on Guard and Reserve issues in my home town of Fargo, ND, with you because I believe that our Guard and Reserve components represent the finest Reserve forces in the world.

TOTAL FORCE POLICY

Much of the success the Reserve components are experiencing today is directly related to the efforts made over the years to implement the total force policy. The total force policy as we know it today is a natural evolution of military, economic, and international political developments.

When the All-Volunteer Force became national policy in 1970, the total force policy surfaced. The Secretary of Defense in an August 19, 1970, memorandum to the military departments stated that:

> Economies in the defense budgets will require increased reliance on the combat and combat support units of the Guard and Reserves.

The memorandum further stated:

> Guard and Reserve units and individuals of the Selected Reserve will be prepared to be the initial and primary source of augmentation of the Active Forces in any future emergency requiring a rapid and substantial expansion of the Active Forces.

BUDGET REDUCTIONS FOR DEFENSE

You know, Ted, 16 years ago they could have been foretelling what we are doing now. Just 2 days ago we had our initial conference with the House on the budget resolution. I am a member of the Budget Committee as well as being on the Appropriations Committee. We spent the entire hour haggling over defense numbers and whether or not we are going to get the extra $20 billion or so that the Senate feels we should have or go to the lower House level, with the Senate level already lower than the President's request.

So we have got a major challenge in front of us. The total force policy has resulted in Reserve forces training side-by-side with their active duty counterparts, achieving levels of readiness previously thought to be unattainable just a few short years ago.

UPGRADING THE 119TH FIGHTER GROUP

We have in the 119th here a dedicated group of individuals who have out-flown, out-fought, out-performed in the William Tell and other tests of the Regular Air Force. Putting the most modern planes in their hands would not only be cost-effective but would be a way to maintain the protection of our freedom where we are operating in a time of budget restraint.

That is why I think it is extremely important that we move this hearing out to where the people actually are. Good ideas do not come from Washington; they come from out here in North Dakota. This unit has served in Europe, is serving now in Europe, and it is the intention of the subcommittee that we find out first hand from the individuals within the unit how that impacts on their regular employment back home, how it impacts on their families, and how they view this continuation of the policy that was implemented first, 16 years ago, but could in effect be much more cost-effective even today than that.

Ted, my thanks to you for coming out here. I think you will enjoy the testimony of our North Dakota Guard personnel. I know they are anxious to give you their experience first hand. Welcome again to North Dakota.

Senator STEVENS. Thank you, Mark.

REDUCTION OF FUNDING TO GUARD AND RESERVE

I think everyone here should realize that the backdrop of this hearing is that we have a serious dispute going on with the Armed Services Committees in the House and the Senate. For this year alone, our subcommittee shifted $1.5 billion to Guard and Reserve for equipment to make certain that these units do get the state-of-the-art equipment.

The House and the Senate authorization committees have now argued about that and want to take away about $843 million. They agree to an increase of about $658 million over what was budgeted for the Guard and Reserve, but we still have about $843 million that may be lost to this program if we are not able to prove the necessity for this equipment.

INTRODUCTION OF WITNESSES

I want to welcome our witnesses, Maj. Gen. Alexander Macdonald, the adjutant general of North Dakota's Guard, which includes, in addition to the 119th Fighter Group, an Army National Guard combat engineer group and other support units.

Our second witness is my friend, who comes up to visit my State, Maj. Gen. Bill Berkman, Chief of the Army Reserve.

They are joined by Chf. M. Sgt. Christie Barke, field maintenance chief, and Chf. M. Sgt. Baldy Gronland, chief of resources management of the North Dakota Guard.

Gentlemen, we would appreciate it if you can present your statements any way you want. The full statement will be printed in the record as though read, in any event. We are pleased to welcome you here and to have you here.

General Berkman, I am particularly pleased that you have agreed to come and explore this whole subject with us.

ARMY RESERVE

STATEMENT OF MAJ. GEN. WILLIAM R. BERKMAN, CHIEF, ARMY RESERVE

STATUS OF GUARD AND RESERVE FORCES

General BERKMAN. Thank you, sir.

It is a pleasure to be here, Mr. Chairman and Senator Andrews. Indeed, I represent over 600,000 soldiers, men and women, who are members of the Army Reserve, and I think it is the best Army Reserve that we have had in our history. Almost 300,000 are members of troop program units, and that includes over 800 here in the State of North Dakota, as well as over 300,000 in the Individual Ready Reserve.

The Army Reserve is a full partner in today's Army as a result of that total force policy that Senator Andrews described, and its members are training throughout the world. They train beside and, at times, in place of their Active component counterparts. I think that training is the best in our history as well. It constitutes a real contribution to the accomplishment of the mission of the tactical Army, preserving the peace by deterring aggression and protecting our vital interests.

ARMY RESERVE PARTICIPATION IN TOTAL ARMY MISSION

I would like briefly to share with you two examples of how the Army Reserve contributes to the Total Army mission. The first is indicated by the Army Reserve participation in a major exercise conducted in the Middle East earlier this year, and the second places Army Reserve units in the rain forests of Central America. In both instances, units of the Army Reserve performed their missions with a level of professional competence that makes them virtually indistinguishable from their Active component counterparts.

EXERCISE BRIGHT STAR

In 1985, the armed services of the United States participated with our allies in the Mideast, with the Egyptian Armed Forces, in exercise Bright Star 85. This was the third Bright Star exercise but the first in which Reserve forces were to play a major role. The size of that role is worthy of note. The U.S. portion of Bright Star was directed by the joint service headquarters, Central Command [CENTCOM].

The Army component of Central Command is the 3d U.S. Army, which controls and commands all of the Army forces that are earmarked for CENTCOM. It includes the 18th Airborne Corps Headquarters, the 82d Airborne Division, and the 101st Airborne Division, as well as the 24th Infantry Division.

The 3d Army also includes Army Reserve units. In fact, Army Reserve units comprise 32 percent of 3d Army. Army National Guard units represent 15 percent of 3d Army, and of the personnel assigned to 3d Army headquarters, 60 percent are Army Reserve soldiers, drilling Reservists.

During Bright Star 85 in the Mideast there were 1,500 citizen-soldiers from more than 60 Army Reserve units participating on the sands of the Western Desert in Egypt. They included general officer commands and units in logistical support, engineering, transportation, civil affairs, MP's, aviation, signal—the whole array of combat support and combat service support units. Indeed, personnel from North Dakota Army Reserve units also participated in that exercise. Personnel from the 916th Engineer Detachment also participated.

General Kingston, then CENTCOM commander, called Bright Star 85 "One of the most ambitious and successful of all joint exercises." Lieutenant General Jenes, the commander of 3d Army, called Bright Star nothing less than outstanding and noted that the exercise "attests to the ability of the Reserve and Active components to be integrated into a total force and perform in a successful manner."

Most soldiers of the Army Reserve units rotated every 2 weeks over a 5-week period. Active Army and full-time Army Reserve soldiers in the AGR program provided the essential continuity to maintain the operational tempo while the drilling Reserve soldiers rotated in and out of the country.

EXERCISE COSTA ABAJO

My second example concerns Army Reserve training in the U.S. Southern Command [SOUTHCOM] in exercise Costa Abajo 86. The exercise involves engineer and other combat support and combat service support units from the 121st, 120th, and 81st Army Reserve Commands from the Southeastern United States. For the past 5 months they have been building a road from Rio Indio to Miguel de la Borda on the northern coast of Panama.

The project is being accomplished with Army Reservists serving longer support tours in positions that provide continuity, and teams of soldiers from Army Reserve engineer, logistical, and civil affairs and service units. Army Reserve unit members serving on their annual training come into Panama for 17 to 21 days and then rotate home to be replaced by another team of Army Reserve unit members.

The project will involve nearly 5,000 Army Reservists assigned to 45 units in 14 States and will provide them some of the best training they ever had. They have been exposed to tropical conditions of terrain, weather, and the experience of dealing with indigenous populations that would not have been otherwise available to them. They have built roads, put in culverts, and repaired and constructed bridges that will ultimately provide the Panamanians with 12 kilometers of road which link villages and supports their local economy.

The training has included most aspects of mobilization development, planning, and operations. Our Reservists also provided medical care

and various other kinds of civil assistance to the villagers in that region. Obviously this training also contributes to the Army mission of providing supporting stability and enhancing the relationship between that country and ours.

Both of these examples illustrate the capability of the Army Reserve to accomplish training which also contributes to the real world missions of the Army. The Army Reserve has a long and proud history of service to our country and what we have done, I think, in the deserts of the Middle East and the jungles of Panama we can do anywhere we have the opportunity to train and serve as a full partner in today's Total Army.

CHART PRESENTATION

That concludes my brief summary, Mr. Chairman. I do have some charts to present which will show the status of the Guard and Reserve with respect to Active forces. We can hold those off and wait for later in the proceedings.

Senator STEVENS. Why don't we finish yours completely? I am sure General MacDonald would agree that it would be more orderly to let you present your charts. We will save the questions until after the statements are presented.

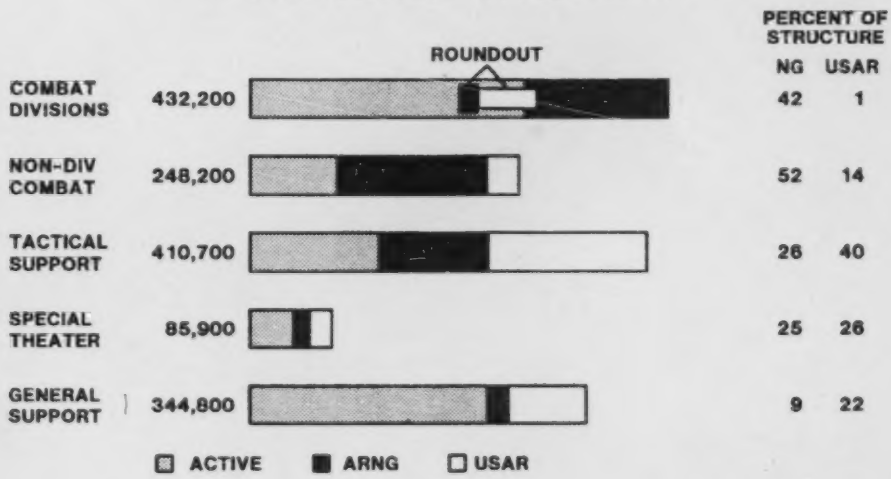
General BERKMAN. All right, sir.

Let me first briefly describe this. I think it puts into perspective the Army and its components, Active, Guard and Reserve.

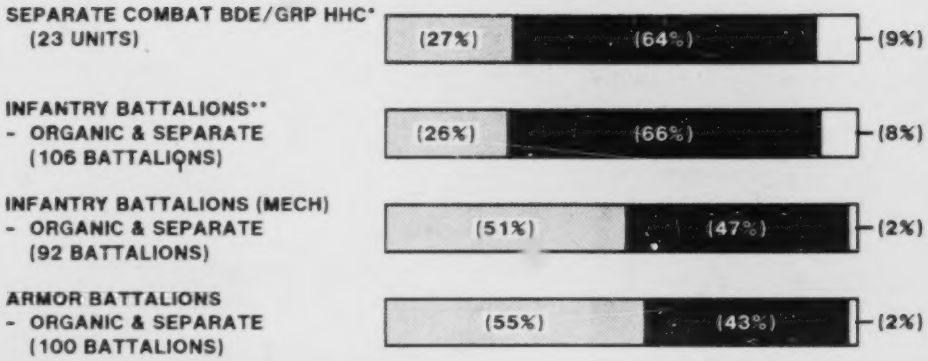
TOTAL ARMY WARTIME STRUCTURE
TOTAL ARMY INCREMENTS

28 COMBAT DIVISIONS	INFANTRY, MECHANIZED, ARMOR, AIRBORNE, AIR ASSAULT
NON-DIVISIONAL COMBAT UNITS	ARMORED CAV, SEPARATE INFANTRY, ARMOR, ARTILLERY, ENGINEERS, PATHFINDERS, SPECIAL FORCES
TACTICAL SUPPORT INCREMENT	AVIATION, AMMUNITION, CHEMICAL, CIVIL AFFAIRS, COMBAT ELECTRONICS, INTELLIGENCE, COMPOSITE SERVICE, ENGINEERS, FINANCE, JUDGE ADVOCATE, LOGISTICS, MEDICAL, MILITARY POLICE, PETROLEUM, PSYCHOLOGICAL OPERATIONS, SIGNAL AND TRANSPORTATION
SPECIAL THEATER FORCES	THEATER DEFENSE BRIGADES, ENGINEER AND SUPPORT TO OTHER SERVICES
GENERAL SUPPORT	TRAINING DIVISIONS AND BRIGADES, HOSPITALS, DENTAL, INTELLIGENCE, MILITARY POLICE, SCHOOLS, RECEPTION STATIONS, GARRISONS, MANEUVER AREA AND TRAINING COMMANDS, TRANSPORTATION, SELECTIVE SERVICE AND ARMY RESERVE COMMANDS

ARMY WARTIME STRUCTURE
COMPONENT CONTRIBUTIONS

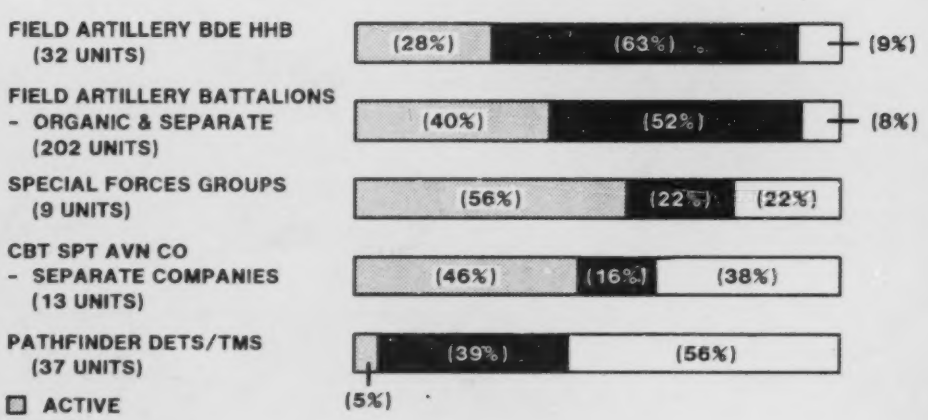


ARMY COMBAT CAPABILITY
MANEUVER ELEMENTS

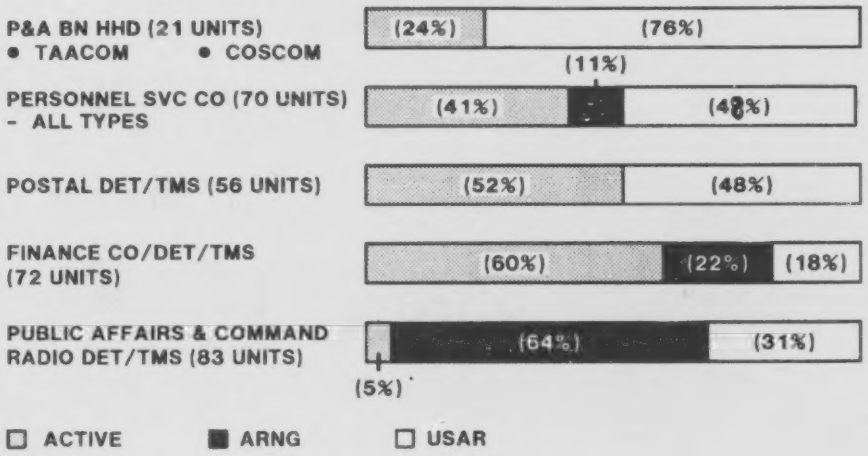


*DOES NOT INCLUDE ROUNDOUT BRIGADES OR ACR
**DOES NOT INCLUDE AIRBORNE, AIR ASSAULT, HTLD

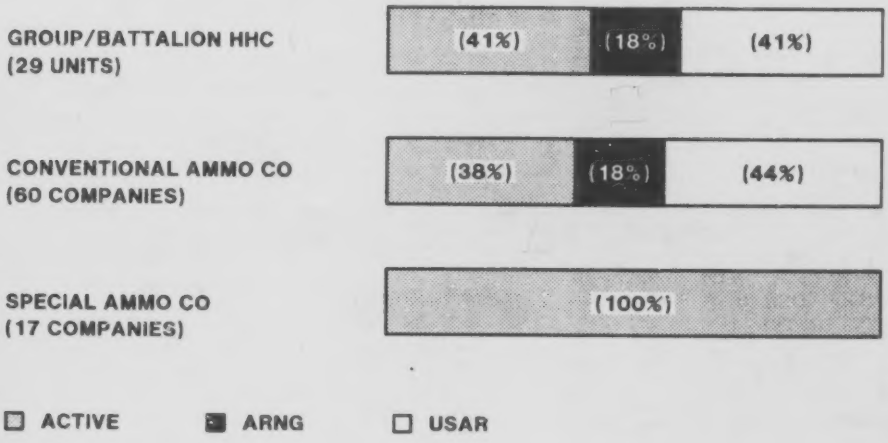
ARMY COMBAT CAPABILITY
OTHER



ARMY ADJUTANT GENERAL/FINANCE SUPPORT/ PUBLIC INFORMATION CAPABILITY



ARMY AMMUNITION CAPABILITY



CONTRIBUTIONS TO TOTAL ARMY

General BERKMAN. These are the increments that the Army looks at as it develops the kind of structure that is required to meet its mission as directed by the Department of Defense, and when it looks at the threat around the world and applies Army doctrine and analysis to come up with a force structure. That first line is the divisional increment and then nondivisional combat, and then tactical support, combat support, combat service support units that are required, and general support units.

I just call your attention to the fact that there is kind of a division of labor between the Army Reserve and the Army National Guard. The Army National Guard is heavy in divisional structure and nondivisional combat forces. For separate brigades, artillery, tactical support, combat support, and combat service support units we see heavy reliance on the Army Reserve, almost 39 percent, and 26 percent in the Army National Guard.

One other point about this chart is that approximately 50 percent of the Army, the Total Army, is currently in the Army National Guard and the Army Reserve. As a matter of fact, this year the end strength of the Active component of approximately 780,000 will be almost equaled by the unit end strength of the Army National Guard and the Army Reserve, which together will approximate 780,000.

RESERVE COMPONENTS IN CENTRAL COMMAND

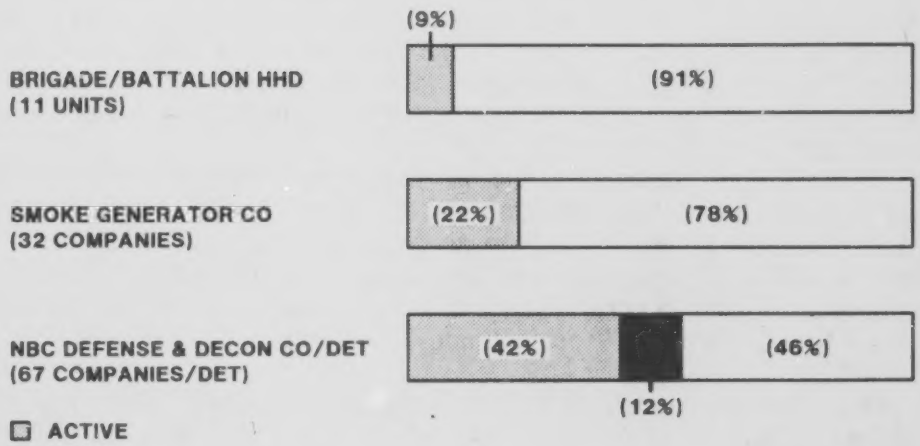
Let me just go quickly to the Central Command that I described. I have indicated the contributions of the Army Reserve and the Army National Guard. Only 53 percent of Central Command is in the Active component. The remaining 47 percent are in the Reserve components, the Guard, and Reserve.

These are the kind of units that I previously mentioned as making a contribution in the exercise on the sands of the Egyptian Western Desert—in Egypt, Reservists providing POL and water distribution, providing the combat support, combat service support, maintenance, and essential supplies and services.

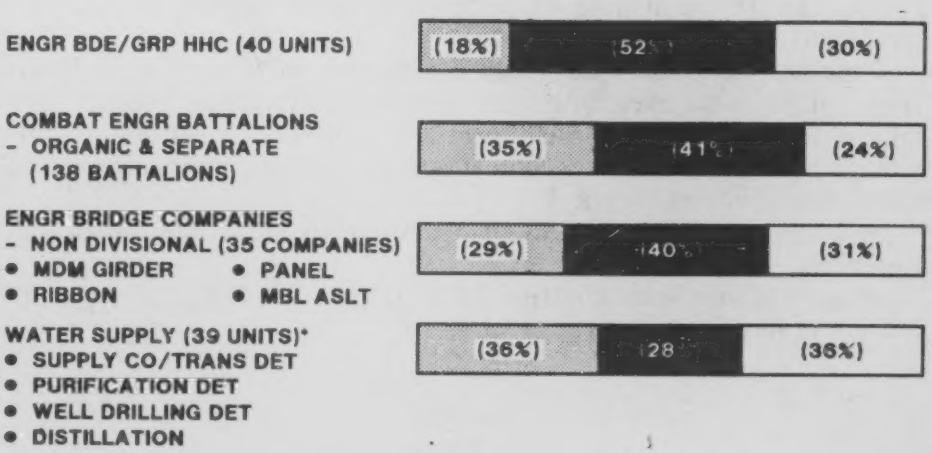
As I mentioned, 62 percent of 3d Army Headquarters are drilling Reservists.

So again a significant contribution to our Active component and the mission of our Total Army.

ARMY CHEMICAL CAPABILITY

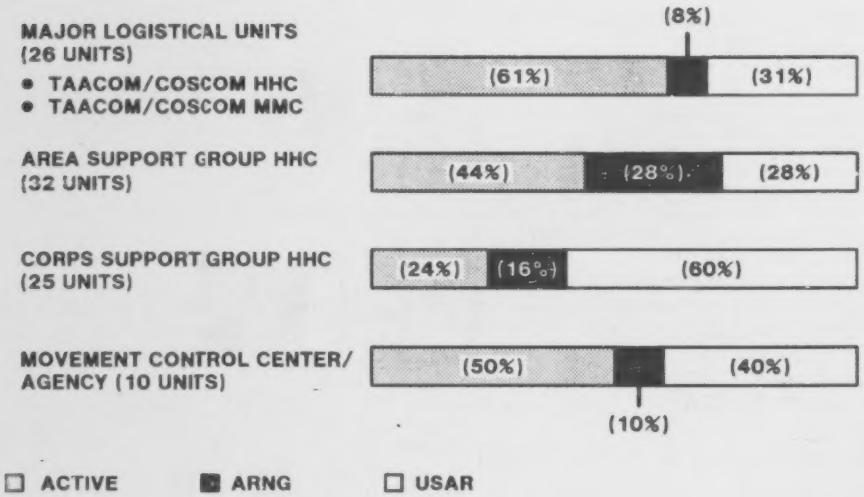


ARMY ENGINEER CAPABILITY

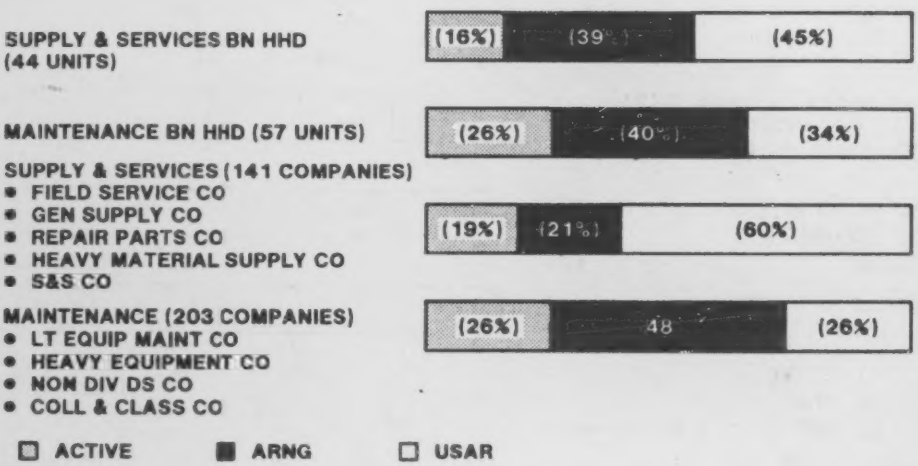


*INCLUDES ENG UNITS TRANSITIONS TO QM

ARMY LOGISTICAL MANAGEMENT CAPABILITY

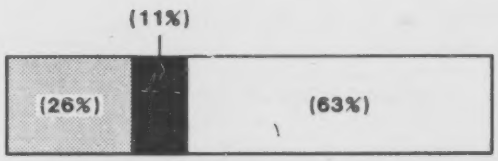


ARMY MAINTENANCE/SUPPLY & SERVICES CAPABILITY

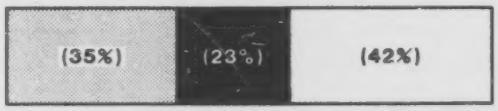


ARMY MEDICAL CAPABILITY

ARMY HOSPITALS (MTOE) (148 UNITS)
- COMBAT SUPPORT
- EVAC
- FIELD
- HOSPITAL CENTERS
- GENERAL
- MASH
- STATION



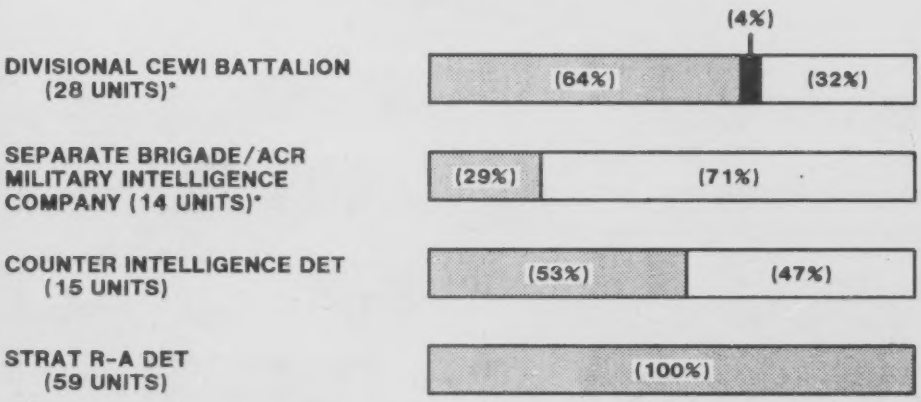
OTHER MEDICAL UNITS (515 UNITS)
- HHD BDE, GRP, BN
- AMBULANCE COMPANIES
- CLEARING COMPANIES
- SURGICAL DETACHMENTS
- DISPENSARIES
- DENTAL DETACHMENTS
- LABORATORIES



☐ ACTIVE ■ ARNG ☐ USAR

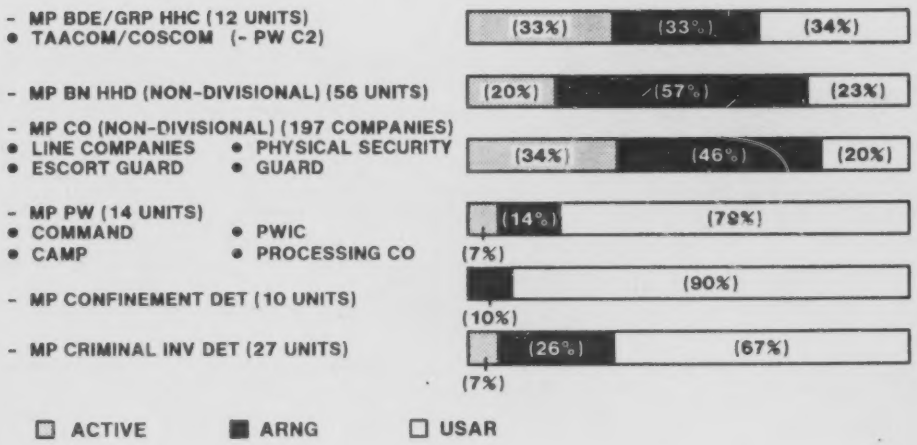
*DOES NOT INCLUDE AIR AMBUL CO

ARMY MILITARY INTELLIGENCE CAPABILITY

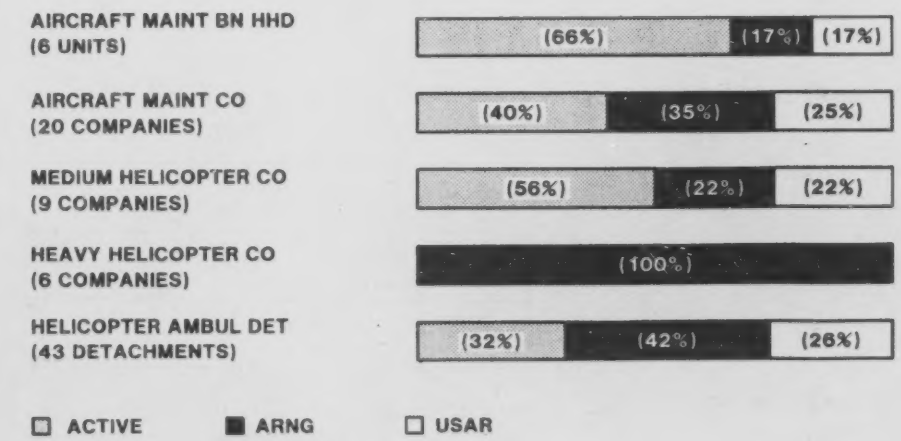


☐ ACTIVE
■ ARNG
☐ USAR * PROGRAMMED

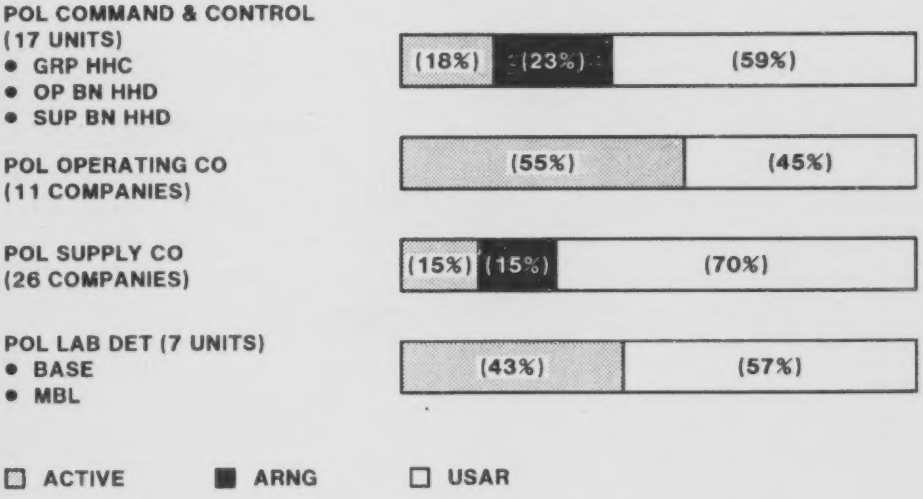
ARMY MILITARY POLICE CAPABILITY



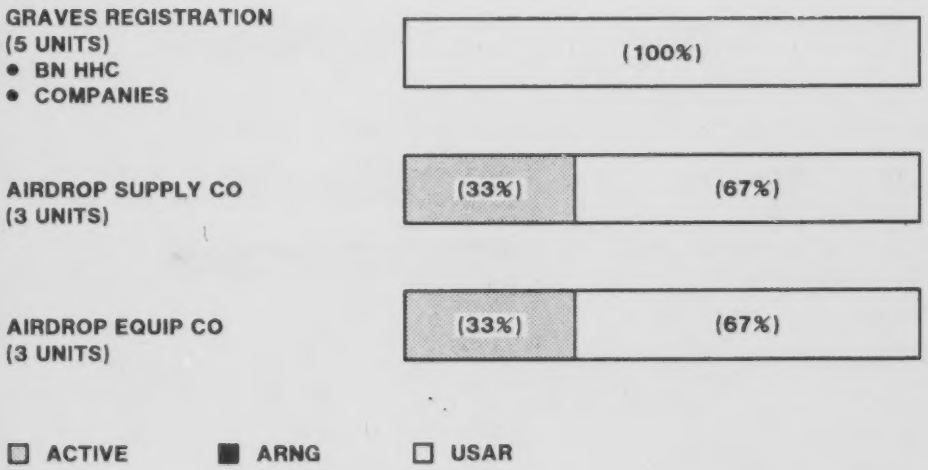
ARMY NON-COMBAT AVIATION CAPABILITY



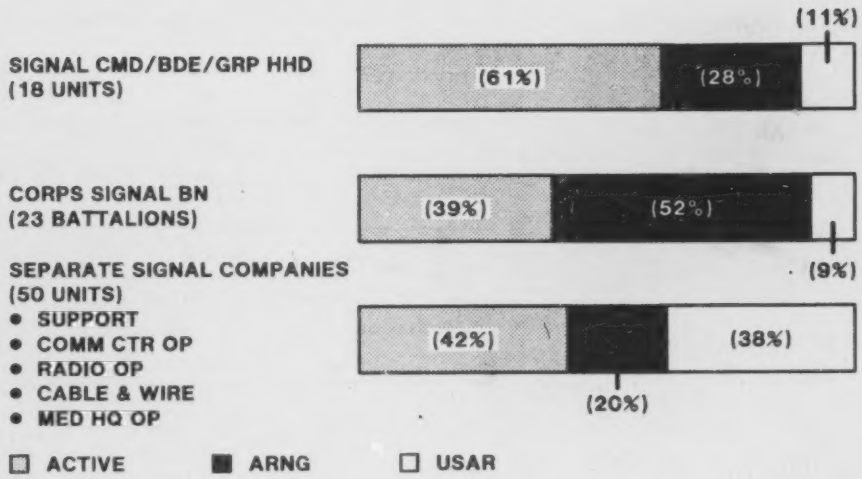
ARMY PETROLEUM CAPABILITY



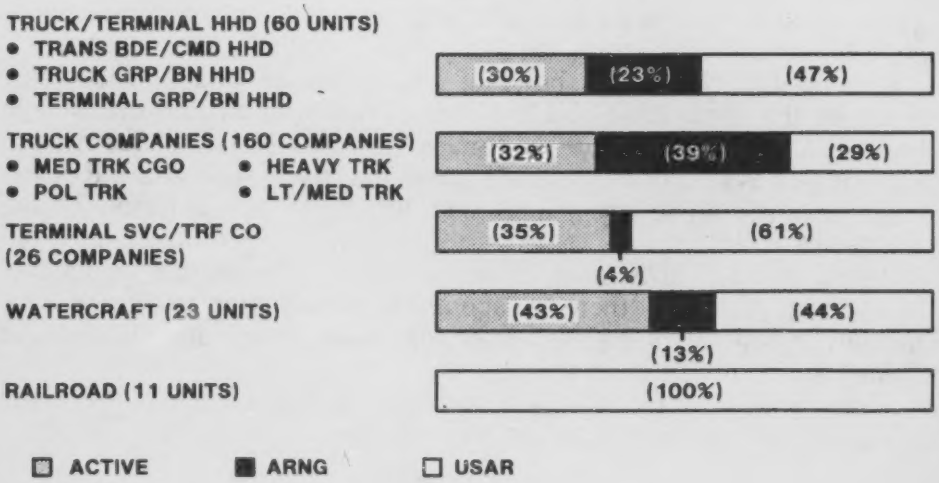
ARMY QUARTERMASTER CAPABILITY



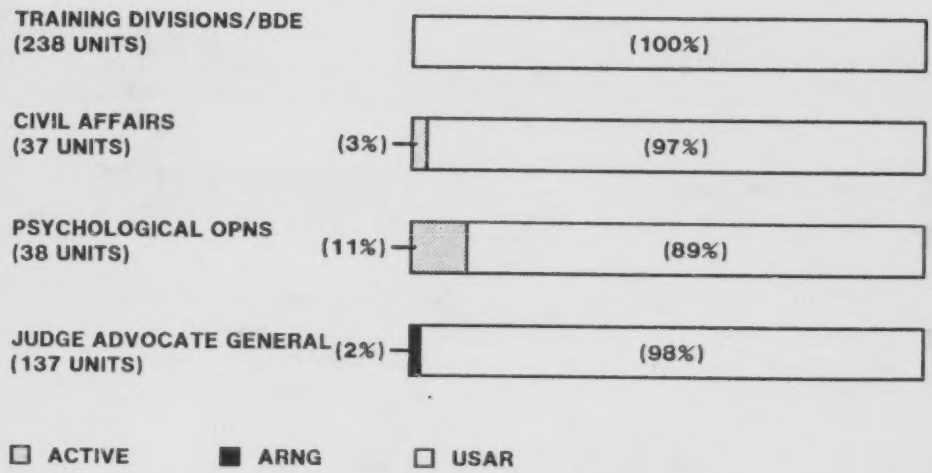
ARMY SIGNAL CAPABILITY



ARMY TRANSPORTATION CAPABILITY



UNIQUE ARMY CAPABILITIES



RESERVE COMPONENTS IN CENTRAL AMERICA

General BERKMAN. Another mission of the Army I mentioned is training in Central America, and there are Army Reservists and Army National Guard personnel participating in that road-building exercise in the rain forests of Panama, cutting through triple canoply jungle with heavy equipment, building the road, getting the best training that they have ever had and contributing that road to the people of Panama. There is an Army National Guard engineer rock crusher unit that is contributing and supporting the Army Reserve effort—reserve soldiers.

I mentioned the bridge building and repair on one of the major rivers on the north coast, the Rio Indio. Previously all that that village had was a suspension pedestrian bridge. An Army National Guard floating bridge was temporarily erected across that river while Army Reserve engineer units drove the pilings and ultimately put a trestle bridge across that river.

Again, this project is being done by a series of rotational increments of reservists. Currently there are about 700 personnel on that project; ultimately it will involve 5,000 reservists drawn from units across the United States.

Thank you. I appreciate the opportunity to tell you about the kinds of capabilities represented by the Army Reserve.

POSTURE STATEMENT

I request, Mr. Chairman, that a copy of the posture statement of the Army Reserve be inserted in the record to offer a more detailed compilation of the Reserve status.

Senator STEVENS. Yes; we will accept that statement as a part of the permanent record.

[The statement follows:]

INTRODUCTION : The Army Reserve , a Full Partner in Today's Army

PREPARED STATEMENT OF MAJ. GEN. WILLIAM R. BERKMAN

The United States Army Reserve is in better condition today than at any time in its 79 year history. The Army Reserve is a full partner in today's Total Army, serving today and ready for tomorrow. Throughout the world, wherever the Total Army is training and making America's presence felt, the Army Reserve is there contributing to and supporting that effort: exercises such as REFORGER and WINTEX in Europe, BRIGHT STAR in the Middle East, BLAZING TRAILS in Central America, TEAM SPIRIT in Korea, and YAMA SAKURA in Japan are prime examples. The Army Reserve is there, serving alongside the soldiers of the Active Component, supporting American presence, and contributing to our strategy of deterring war and preserving peace.

Today's Army Reserve serves in several ways: Its members are perfecting their skills and military expertise, honing those professional qualifications which are critical to their effectiveness upon mobilization. In this sense they are developing their potential to serve in times of crisis and national emergency. Moreover, serving and training in the Army's worldwide exercises, Army Reserve units and personnel perfect skills needed to coordinate with and closely support their Active Component counterparts should the need arise. Here too the forces of the. Army Reserve contribute to fulfilling the missions of the US Army.

The Army Reserve, composed of citizen-soldiers, serves today by consistently demonstrating its competence and mobilization capacity in actual "real time" missions. This makes it possible for the Army's Reserve Components to assume increased responsibility for Army missions. Today's Total Army can meet an expanding worldwide threat more effectively because it can rely upon the professional competence which its Reserve Components have demonstrated on a global scale.

Mission of the Army Reserve

The mission of the Army Reserve as directed by Congress is "to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security requires...."

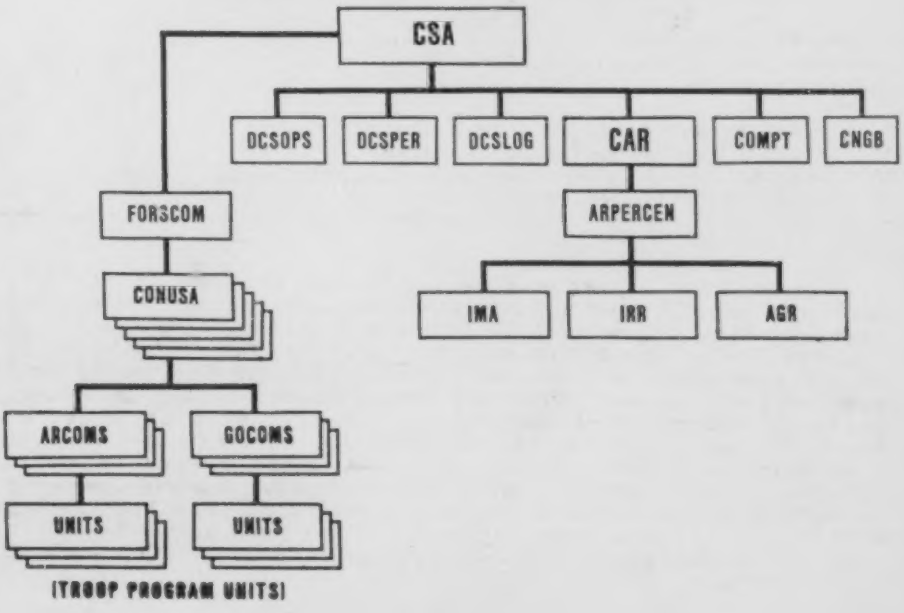
Army Reserve units include combat, combat support, combat service support and general support. In addition to units training to perform wartime missions, the Army Reserve also includes pretrained individuals in the Individual Ready Reserve. These personnel will provide replacement, fillers and cadre for new units in the event of mobilization.

Army Reserve Management

The dual missions of the Army Reserve are accomplished through troop program units under the command of the US Army Forces Command (FORSCOM) at Fort McPherson, Georgia. The pretrained personnel required by the Army are in the Individual Ready Reserve (IRR). The IRR is commanded and managed by the US Army Reserve Personnel Center (ARPERCEN) in St. Louis, Missouri, a field operating agency of the Chief, Army Reserve. The Individual Mobilization Augmentee (IMA) and Army Reserve Active Guard/Reserve (AGR) programs are also managed by ARPERCEN.

In addition to his statutory role as advisor to the Chief of Staff of the Army on Army Reserve matters, the Chief, Army Reserve also serves, by regulation and directive, as a member of the Army Staff and director of Army Reserve appropriations.

Command and Control, Army Reserve



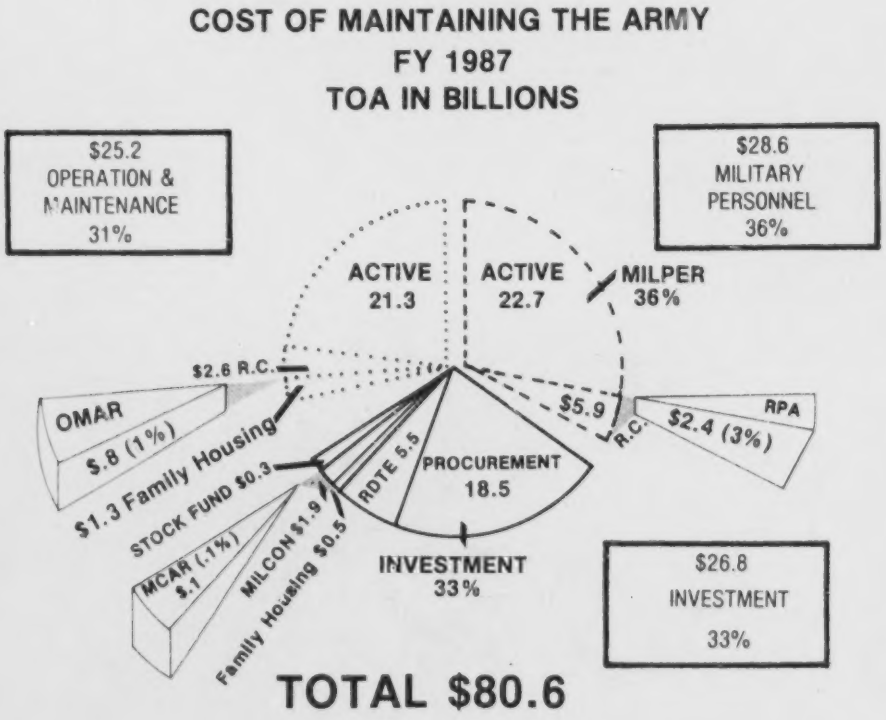
The following chart below serves to reemphasize what the Secretary of the Army and Chief of Staff point out in their FY 1987 Posture Statement - today's Army Reserve is a full partner in the Total Army.

Type Unit	Percent of Contribution to ARMY Requirements*
Training Divisions	*100*
Training Brigades	*100*
Military Intelligence (Strategic Research and Analysis)	*100*
Civil Preparedness Support Detachments	*100*
Army Reserve Schools	*100*
Maneuver Area Commands	*100*
Maneuver Training Commands	*100*
Railway Units	*100*
Judge Advocate General Detachments	*98*
Civil Affairs Units	*97*
Psychological Operations Units	*89*
Smoke Generator Companies	*88*
Army Hospitals	*65*
Terminal Service/Transfer Companies	*61*
Watercraft Units	*50*
Pathfinder Units	*46*
Chemical Decontamination Companies/Detachments	*46*
Quartermaster Petroleum, Oil and Lubricant Operating Companies	*45*
Conventional Ammunition Companies	*44*
*Army Medical Units (other)***	*41*
Services and Supply Units	*40*
QM Engineer Water Supply, Well Drilling, Purification Units	*36*
*Major Logistical Units****	*31*
Nondivisional Bridge Companies	*29*
Combat Support Aviation Companies	*26*
Truck Companies	*26*
Maintenance Companies (Direct Spt, General Spt)	*25*
Special Forces Groups	*25*
Combat Engineer Battalions	*24*
Separate Combat Brigades	*13*
Field Artillery Brigades, Headquarters Detachments	*9*
*Field Artillery Battalions***	*8*
Army Aviation Units	*8*
*Mechanized Infantry Battalions***	*2*
*Armor Battalions***	*2*

* *Current structure as of August 1985*
** *Includes organic and separate elements*
*** *Theater Army Area Command/Corps Support Command, Area Support Groups and Field Depots*

Since 1980, there has been a steady increase in the Army Reserve's capabilities and abilities to meet its wartime mission requirements. Care must be exercised in reviewing statistics from the Army's Unit Status Reporting system. The rating criteria of the readiness reporting system were designed for use by full time Active Component units and then extended to the part time units of the Reserve Components. That system is a useful management tool; however, it is important to bear in mind that Army Reserve units usually train one weekend each month in addition to their two weeks of annual training. Reserve Component peacetime authorizations and their nature as part time rather than full time military organizations often preclude their attaining the same unit readiness ratings as their Active Component counterparts.

Today's Army Reserve is better prepared than ever before to fulfill its mission. This improvement has been the result of increasing Congressional support for the structuring, modernizing, equipping, and training of the Army Reserve. With the continuing support of currently programmed expenditures, Army Reserve readiness will continue its steady improvement.



Cost of Maintaining The Army Reserve

In today's environment of constrained resources, the Army Reserve provides a cost-effective answer to the Total Army's need for combat support and combat service support units. As the need to reduce operating costs grows greater, the Army will respond by placing increasing emphasis upon the ability of its Reserve Components to meet its operational needs. Innovation and increased productivity will be demanded from all levels of the Total Army, including the Reserve Components, if we are to meet the fiscal challenges of the next several years. The Army Reserve is uniquely qualified by its very nature as an organization of dedicated and professionally competent citizen-soldiers to meet those challenges. The Army Reserve must have the continued support of the Congress if it is to be effective in fulfilling its mission. The cost-effectiveness of the Reserve Components holds the key to maintaining Total Army readiness in the face of funding constraints.

STRUCTURING and MODERNIZING the ARMY RESERVE

Special Operations Forces

More than 50 percent of the Army's special operations force structure is in the Reserve Components. The spectrum of special operations forces (SOF) includes Special Forces, Civil Affairs, and Psychological Operations units. It was Army Reserve Civil Affairs units that provided the specialized support needed to restore the effectiveness of Grenada's civil government in the wake of the uprising on that island and our ensuing rescue mission. Army Reserve Civil Affairs personnel were in Grenada within 24 hours of the decision being taken to commit them in support of US forces. They were ready and continue ready. Recently Army Reserve civil affairs personnel organized the collection, shipment and distribution of more than ten tons of school textbooks donated by Michigan school libraries to replace those deliberately destroyed by the former Marxist regime in Grenada.

SCHOOL CHILDREN IN GRANADA WITH MEMBERS OF THE 360TH CA BDE OF COLUMBIA, SC

Reserve Component Special Operations Forces (SOF) make up more than 50% of the Army's total SOF force. Army Reserve SOF are required to meet the same high standards as their Active Component counterparts and are programed for rapid, early worldwide deployment. Initiatives to enhance Army Reserve Special Operations Forces' readiness posture include intensive personnel and logistic management programs to identify shortfall areas and subsequent remedial actions to prepare these forces' immediate response capability. Peacetime command and control systems are also under

scrutiny to identify more efficient means of identifying readiness issues and administering readiness enhancements.

ARCTIC TRAINING FOR
ARMY RESERVE UNITS

Roundout Program

The Roundout Program, although similar in some respects to affiliation, is specifically a wartime alignment. The Army Reserve unit that rounds out or complements a larger Active Component element will deploy concurrently with that element, or as soon thereafter as possible. The Reserve Component roundout unit also has the same priority for equipment fill as its Active Component gaining headquarters. Presently, the Army Reserve has five units in the roundout category, and there are proposals under consideration to significantly increase the number of roundout units. Most recent among these has been the selection of the 205th Separate Infantry Brigade, headquartered in Minnesota, to roundout the 6th Light Infantry Division in Alaska. The Roundout Program is another cost-effective force structure technique that allows the Army to meet its mobilization requirements within resource limitations and manpower ceilings.

Affiliation Programs

Affiliation is a dedicated training assistance relationship between an Active Component sponsor unit and a selected Army Reserve unit. Affiliation is based on the Reserve unit's mobilization priority and its specific training needs. Currently, there are 211 Army Reserve units and organizations in the Affiliation Program. The Affiliation Program provides year-round training assistance to the Reserve Components to improve unit mobilization readiness.

Force Modernization

Force Modernization of the Army Reserve continues to be a vital link in Total Army readiness. New equipment to modernize the Army Reserve during FY 1987 includes 19 systems fielded for the first time. Special emphasis is also given to Communication, Electronics, and Warfare Intelligence (CEWI) units.

HIGH MOBILITY MULTIPURPOSE WHEELED VEHICLE (HMMWV)

Included in the 19 new systems fielded in the Army Reserve are:

- o High Mobility Multipurpose Wheeled Vehicle (HMMWV) ambulances - a 1 1/4 ton wheeled vehicle for combat support and combat service support missions.
- o Squad Automatic Weapon (SAW) - a lightweight one-man portable machine gun.
- o Position Azimuth Determining System (PADS) - a jeep or helicopter mounted surveying system which utilizes inertial navigation technology.
- o AN/MLQ-34 (TACJAM) - a self contained tactical jamming system.

During the period FY 1987 - FY 1992, the Army Reserve will receive 77 new systems.

SQUAD AUTOMATIC WEAPON (SAW)

Army of Excellence Aviation Initiatives

More than ever before the Army's reliance on its Reserve Components is increasing. Army aviation is no exception. Not only has the Army of Excellence concept brought new missions and equipment to the Reserve Components, but it will also result in organizational concepts and structures which will change the way Reserve aviation does business.

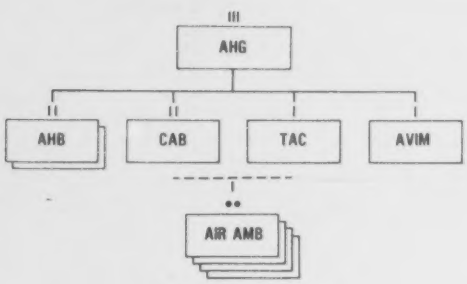
Sixty percent of the Army's corps aviation force will be assigned to the Reserve Components. This force of 29 battalions will be fully integrated into the corps' aviation brigades.

Aviation Structure

In FY 1987 the Army Reserve will begin an extensive and comprehensive restructuring and reorganization of its aviation force. This action will include the infusion of modernized equipment into many newly-formed aviation organizations, all with challenging combat roles and missions. These changes are intended to take further advantage of the cost-effective nature of the Army Reserve force. New equipment and a more efficient organization should ultimately provide more responsive support of Total Army mobilization requirements while holding operating costs to a minimum.

ARMY RESERVE AVIATION

TYPICAL GROUP STRUCTURE



AHG – ATTACK HELICOPTER GROUP
AHB – ATTACK HELICOPTER BATTALION
CAB – COMBAT AVIATION BATTALION
TAC – THEATER AVIATION COMPANY
AVIM – AVIATION INTERMEDIATE MAINTENANCE COMPANY

This force is to be organized into seven Reserve aviation groups, with at least one in each Continental US Army (CONUSA) area. Under the groups will be five assault helicopter battalions, two of which will be equipped with the UH-60A (Blackhawk), and five attack helicopter battalions with AH-1S (Cobra). Within these groups will be a total of two medium helicopter battalion headquarters, three medium helicopter companies, one divisional combat aviation company, five nondivisional aviation intermediate maintenance companies, and 19 air ambulance detachments.

Restructuring Aviation Training

Combat missions and modern aircraft demand effective training within the unit. Army Reserve aviation utilizes its inactive

duty training (IDT) and annual training (AT) periods for organizational or multiple aircraft training. Individual aircrew training is performed during additional flight training periods (AFTP). AFTPs provide the minimum flight training opportunities required for aircraft crews to maintain their flying proficiency. The AFTP program ensures that Army Reserve crews train to the same wartime standards as their Active Component counterparts.

In addition to the AFTP, the Army Reserve has developed an operational tempo (OPTEMPO) plan which defines the number of hours each aircraft crew must train every month to maintain its proficiency. A similar OPTEMPO plan has also been developed for pilots in the Individual Ready Reserve.

In order to meet increased operational demands as well as training and maintenance requirements, a high level of full-time manning in Army Reserve aviation organizations is essential. This level of manning will provide sufficient personnel to ensure the intensive management necessary for achieving and maintaining aviation combat readiness.

Military Intelligence Structure

In FY 1984 the Army leadership approved a comprehensive plan for the conversion of Army Reserve Military Intelligence and Army Security Agency (MI/ASA) units to the Army of Excellence Communications Electronics Warfare Intelligence (CEWI) design. In addition to this structure, configured to support the divisional, separate brigade, and armored cavalry regiments in the Reserve Components, the plan provides for the fielding of echelons-above-corps military intelligence units to support theater intelligence requirements. This comprehensive reorganization of Army intelligence units involves a complete modernization of the Army Reserve MI/ASA structure and an increase of military intelligence personnel in the Army Reserve from 6,000 to more than 10,000. The implementation of the Army Reserve military intelligence plan begins in FY 1986 and will continue through FY 1991.

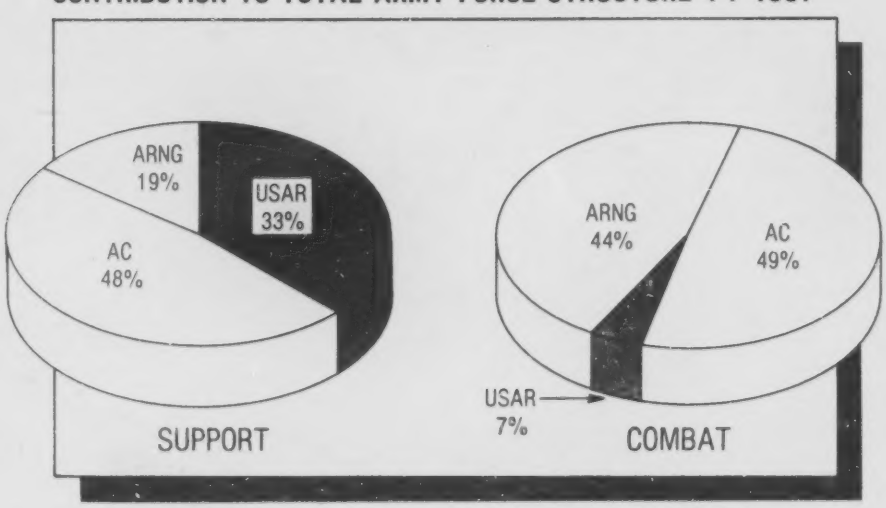
MANNING the ARMY RESERVE

Strength Increases

The essential ingredients of readiness are personnel, training, equipment, and mobilization. In recent years the Army Reserve has experienced increasing success in its recruiting and retention efforts. The FY 1985 troop unit end strength exceeded programmed strength by more than 6,300 personnel. Based upon this end strength and the presence from the beginning of the fiscal year of an increased recruiter force, we fully expect to achieve an FY 1986 paid drill end strength of 285,178. Our FY 1987 budget requests a paid drill end strength of 299,229. These increases will further help improve the personnel readiness of our Army Reserve units by filling many vacancies which have until now degraded unit readiness ratings.

U. S. ARMY RESERVE

CONTRIBUTION TO TOTAL ARMY FORCE STRUCTURE FY 1987



The Total Army mission requires the right balance of combat and support structure for the Army to maintain and sustain itself and to win in combat.

Program Improvements

The increases in Army Reserve personnel authorizations have been matched by improvements in personnel acquisition, management, and assignment programs for Army Reserve soldiers of the Selected Reserve (members of troop program units (TPU); of the Individual Mobilization Augmentee (IMA) Program; and of the Army Reserve's Active Guard/Reserve (AGR) Program). Similar improvements are underway with respect to Army Reserve members of the Individual Ready Reserve (IRR), the Army's major source of pretrained individual (non-unit) soldiers who would be available in the event of a mobilization to bring Active and Reserve Component

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units to wartime strength, provide replacements, and serve as cadre for new units. These programmatic enhancements have made significant contributions to the overall personnel readiness posture of the Army Reserve.

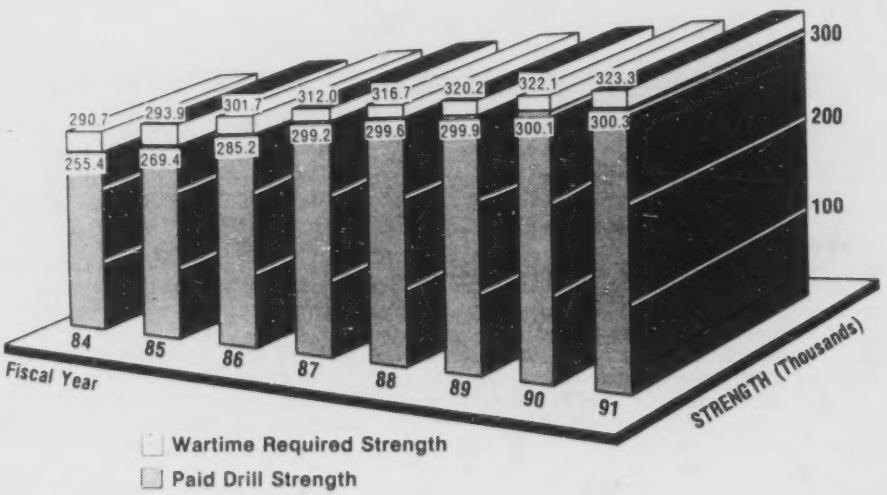
The Army Reserve's ability to perform its essential mobilization missions within the Total Army is a result of the high quality young men and women who are recruited and the experienced career soldiers who are reenlisting in their units.

A variety of innovative personnel management programs has been designed to develop soldiers who are ready to serve effectively in their military specialties upon mobilization. Increased emphasis in such critical areas as recruiting and retention, full time support, the expanded Individual Mobilization Augmentee Program, and professional development for the IRR has stimulated significant improvement in the Army Reserve's mobilization readiness. In addition to initiatives in these areas, the Army Reserve has also focused its attention on such other essential programs as leadership development and the development of a more effective family support program. All of these personnel management issues and programs are being developed, supported, and adjusted where necessary to provide a trained force of Army Reservists, prepared to serve as a full and essential element of the Total Army whenever it may be called upon.

Recruiting and Retention

In FY 1985, the Army Reserve Selected Reserve met or exceeded its program strengths in each category, achieving significant improvement of personnel readiness. Congressional support of the Selected Reserve Incentive Program, resulted in exceeding overall recruiting objectives, and achieving retention increases in FY 1985 in the Selected Reserve over FY 1984. An adequate educational assistance incentive program for the Reserve Components is critical to supporting improvements in the recruiting and retention of high quality Army Reserve soldiers.

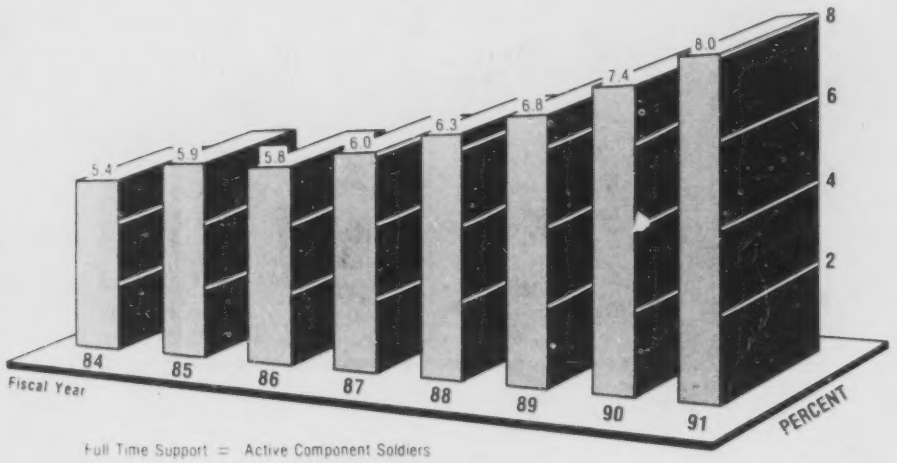
U. S. ARMY RESERVE
PAID DRILL STRENGTH



As a result of this growth, the Defense Guidance to have 90 percent of the Army Reserve's wartime personnel strength requirement trained and deployable will be met in FY 1987 instead of FY 1990. In FY 1985, Army Reserve troop program unit strength exceeded planned strength by 6,349 to reach 269,407. The program will grow to 299,229 in FY 1987 and 300,300 in FY 1991. The low rate of growth from FY 1987 to FY 1991 reflects budget constraints; nevertheless, Defense Guidance continues to be met.

U. S. ARMY RESERVE

FULL TIME SUPPORT AS % OF TROOP UNIT STRENGTH



Full Time Support = Active Component Soldiers
Active Guard/Reserve Soldiers
Military Technicians
Department of the Army Civilians

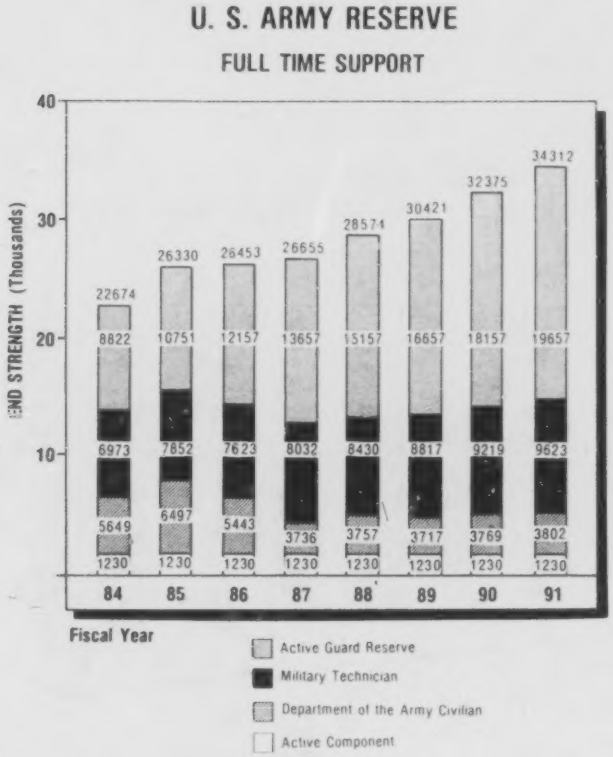
Full Time Support of the Army Reserve

Full time support of U.S. Army Reserve improves unit readiness by providing full time personnel to Army Reserve units and activities for the purpose of organizing, administering, recruiting, and training the Army Reserve. These personnel are in four categories: Active Component (AC) soldiers, Active Guard/Reserve (AGR) soldiers, military technicians (MT), and Department of the Army civilians (DAC).

With regulatory revision in 1985, the Full Time Support Program emerges as one of the most significant manpower programs in the Total Army of the 1980's. Previously, disparate manpower programs were established to address various aspects of Army Reserve readiness. Now these are combined under the umbrella of the Full Time Support (FTS) Program and assist drilling Reservists by carrying out required day to day operations thus enabling unit members to concentrate their limited available time on training to achieve mobilization readiness. Full time personnel also make it possible for drilling reservists to take part in more training exercises by maintaining the tempo of unit operations in their absence.

With Congressional support, the FTS available to the Army Reserve has increased steadily in the past several years. We have planned for the FTS Program to increase to eight percent of troop unit strength by FY 1991. It is absolutely imperative that the growth of the FTS program be sustained.

We are still substantially short of our goal of having ten percent of our troop unit strength in the full time support category.



The Active Guard/Reserve (AGR) Program

The Army Reserve strength of the Active Guard/Reserve (AGR) Program has risen from 2,480 at the end of FY 1979 to an authorized end strength of 12,157 at the end of FY 1986. The FY 1987 projected AGR end strength of 13,657 clearly indicates the Army's commitment both to improve the Army Reserve's mobilization readiness and to transfer a larger portion of its missions to its Reserve Components. The program is projected to expand to over 19,000 soldiers by the end of FY 1991, with the largest increase programmed for full time unit support. The quality of the AGR program has been further enhanced through initiatives to provide its soldiers more professional development opportunities, greater tour stability, and standardized entrance policies.

AGR program growth has to be supported by increases in management resources (people, space, and equipment). Such issues as quality of the AGR force, quality of life, personnel management, and the mobilization posture of the force itself demand that our nation's leaders remain cognizant of the total requirements commensurate with program expansion.

The Office of the Chief, Army Reserve (OCAR) has developed management initiatives directed toward fine tuning the AGR program. Through the implementation of position validation procedures and objective force analysis, program strength was realigned to assure flexibility in meeting changing unit readiness demands. The implementation of comprehensive life cycle management regulations has provided a highly qualified and stable AGR force

with the skills, experience, and background needed to maintain and sustain the required level of RC readiness.

As the Army Reserve AGR Program continues to grow, consistent management and attainment of a proper AGR objective force will remain the goal.

Military Technicians

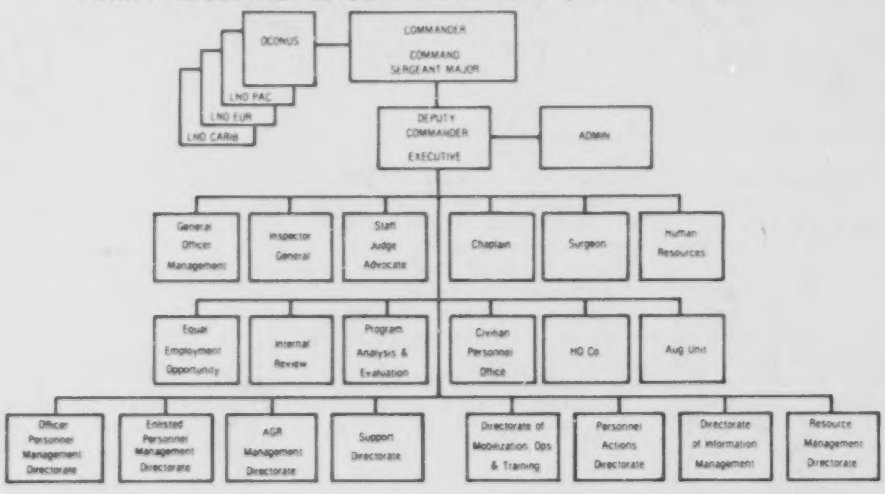
Military technicians are important members of the full time support team. In July 1985, the responsibility for the overall management of the Army Reserve Military Technician Program was assigned to the Chief, Army Reserve. Current initiatives to improve the management of the program include implementing a new technician accounting system and improving technician recruiting efforts. Military technician strength for FY 1985 was 7,852. Growth of approximately 1,600 additional military technicians is planned over the next five years.

US Army Reserve military technicians are required to maintain "dual status" as a condition of their employment and to serve in three ways: (1) to provide, in their civilian capacity, the daily management, planning, maintenance, training, and other support required by their units to attain and maintain mobilization readiness; (2) to participate in the military training activities of their units through assignment as Reservists to related military positions in their units; and (3) to enter on active duty with their units upon mobilization.

The Army Reserve Personnel Center

Command and control of the Individual Ready Reserve (IRR) is vested in the Commander, US Army Reserve Personnel Center (ARPERCEN). ARPERCEN is a field operating agency of the Chief, Army Reserve who is responsible for personnel management of Army Reserve and serves as the principal coordinator for IRR matters on the Army staff. ARPERCEN has absorbed most of the functions formerly performed by the Reserve Components Personnel and Administration Center (RCPAC). After 15 years of service to the Total Army, the RCPAC colors were ceremonially cased on 5 November 1985. ARPERCEN is commanded by an Army Reserve brigadier general serving on full time active duty. BG Paul L. Babiak assumed command of ARPERCEN on 1 February 1986.

ARMY RESERVE PERSONNEL CENTER (ARPERCEN)



ARPERCEN's responsibilities now include a wide range of missions supporting not only the Army Reserve but also the readiness of the Total Army. Among those missions, the most significant are the following:

* Command and control of the IRR and the Standby Reserve.

* Management of the professional development and training of members of the Army Reserve.

* Maintenance of the personnel information data base on the Army Reserve and Active Army's retired personnel.

* Strength accounting and monitoring of the Army Reserve.

* Administration of the Individual Mobilization Augmentation (IMA) Program.

* Administration of the Army Reserve portion of the Active Guard/Reserve (AGR) Program.

* Operation of a system for assigning obligated officers to Army National Guard and Army Reserve units.

* Service as the repository for 1.3 million official military personnel files for all members of the Army Reserve and retired personnel from all components of the Army, and for approximately one million military personnel record jackets for the members of the IRR, and of IMA and retired soldiers.

* Accessioning and other military personnel functions for members of the IRR.

* Management of the Reserve Participation Accounting System (RPAS) for all Army Reserve soldiers.

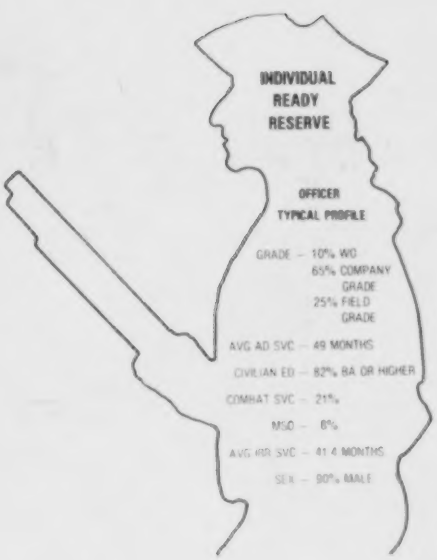
* Furnishing of data from personnel records or copies of records to state and federal governmental agencies, members of Congress, and the other services.

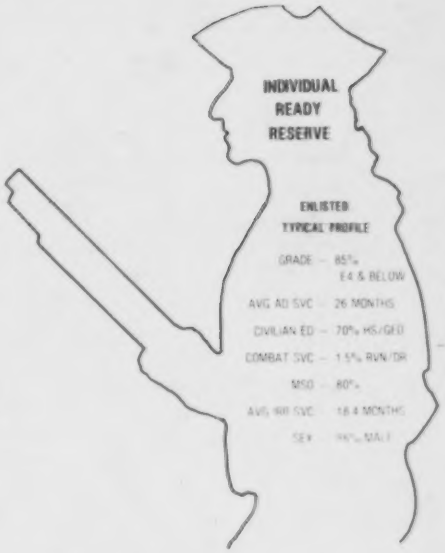
* Management of Reserve Forces Duty (RFD) lieutenants from the time ROTC cadets are identified for RFD through their basic officer courses and ultimate assignments to units.

* Provision of a wide variety of personnel support services to Reservists, retirees, and veterans, either directly or in conjunction with such agencies as the Veterans Administration, the Army Board for the Correction of Military Records, and the Army Discharge Review Board.

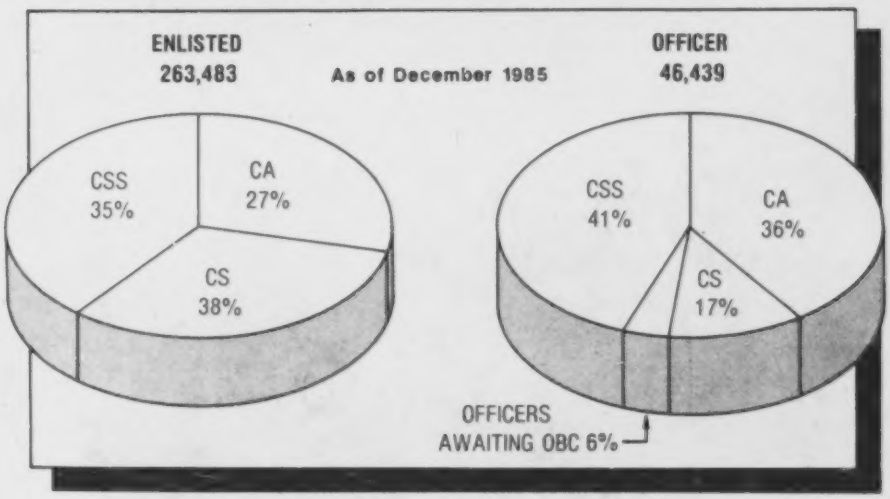
The Individual Ready Reserve

The members of the Individual Ready Reserve (IRR), for the most part, are trained soldiers who have served in the Active Army, the Army Reserve, or the Army National Guard. These Reservists do not serve in Selected Reserve units. Many of the officers and senior enlisted soldiers pursue their voluntary Reserve careers. Many of the enlisted soldiers have a remaining service obligation and are subject to the same obligations as their fellow Reservists. All members may be recalled to active duty in the event of mobilization. As the nation's largest pool of deployable and pretrained individual manpower, the Army Reserve soldiers of the IRR are available for mobilization to bring the Total Army to its wartime strength. The IRR is the source of pretrained soldiers for the support base and Total Army in deploying units until additional personnel can be inducted and trained.





IRR COMPOSITION BY COMBAT ARMS (CA), COMBAT SUPPORT (CS), COMBAT SERVICE SUPPORT (CSS)



ARPERCEN's goal is to maintain the proficiency of the IRR, to develop and sustain it by means of a broad range of relevant and realistic training, and thus provide quality soldiers who are immediately available to extend the flexibility, capability, and readiness of the Total Army. Management of this training is based on prioritized mobilization requirements and upon available resources.

The IRR Enhancement Program

The IRR Enhancement Program is a compendium of issues and actions, ongoing and proposed, intended to support, manage, train, and improve the quality of the IRR as a vital link in the national defense. The IRR Enhancement Program deals with five broad topic areas managed and monitored by ARPERCEN: personnel, training, IRR muster, information management, and IRR marketing. The IRR Enhancement Program has been designed to ensure that all programs affecting the management of the Army Reserve's pretrained manpower pool are integrated and coordinated to achieve the most cost-efficient and beneficial effect for the Total Army.

IRR Muster

Congressional guidance included in the FY 1986 Defense Authorization Act directed the Secretary of Defense to "conduct a test of the ability of the Army to muster members of the Individual Ready Reserve of the Army in time of war or national emergency." The test muster was to be national in scale and to determine the availability and fitness for duty of the IRR as well as the adequacy of current call-up procedures. Nearly 7,000 IRR members were mustered in 13 cities in January 1986. Specific activities of the muster operation included updating of personnel information; issuing of Reserve ID cards; briefing personnel on Army Reserve benefits and programs; conducting enlistments into the Selected Reserve; conducting common skill and selected specialty testing; fingerprinting; medical screening; and issuing battle dress uniforms to those who enlisted or reenlisted in the Army Reserve. These activities were designed to update the mobilization data base to expedite call-up procedures, increase Selected Reserve strength, and increase IRR participation in training. They were intended to aid in developing a more structured, trained, and available Army Reserve force. An initial report on the FY 1986 IRR muster was submitted to the Congress on 1 February 1986. A more detailed report will be submitted on 1 March 1986.

MUSTER IN-PROCESSING IN CINCINNATI IN JANUARY 1986

IRR Screening

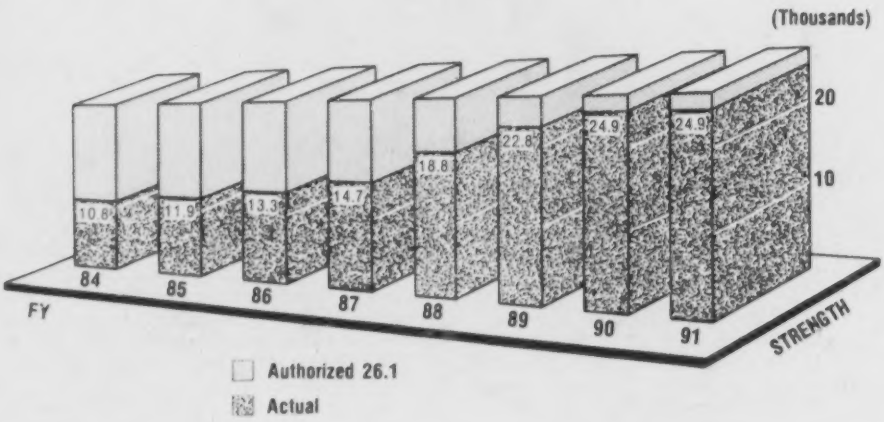
During FY 1987, the IRR screening process will expand to include all of the IRR. The FY 1987 screening has been directed by the Office of the Secretary of Defense and will be mandatory for all services.

The primary goal of the IRR screen is to determine mobilization availability of the IRR. The Army will review IRR members' physical condition, dependency status, military qualifications, civilian occupational skills, and availability for service. The screen will be an important technique in managing valuable human assets.

Individual Mobilization Augmentee Program

Reservists in the Individual Mobilization Augmentee (IMA) Program are members of the Selected Reserve assigned to units of the Active Army, to other DOD agencies, or to the Federal Emergency Management Agency (FEMA). Each IMA soldier participates in a variety of training activities to develop and maintain his proficiency in the skills required use upon mobilization. IMA soldiers normally train with their Active Component organizations at least 12 days each year. In the event of a national emergency, Active Component units will need trained, reliable personnel to fill vacancies which are not authorized in peacetime but which become critical upon mobilization. The program grew by 1,075 augmentees in FY 1985, and is programmed to reach 13,315 in FY 1986; 14,714 in FY 1987; and 24,943 by FY 1990.

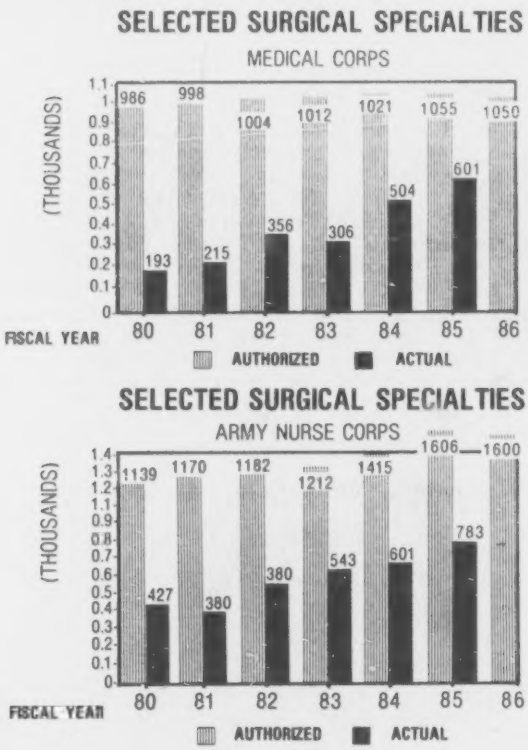
INDIVIDUAL MOBILIZATION AUGMENTEE PROGRAM



Medical Personnel

Army Reserve medical personnel and units are a vital part of the Total Army. Issues pertaining to personnel, training, medical equipment, credentialling, and force structure apply equally to the Active Army and the US Army Reserve. Total Army structure integration efforts such as the Medical Functional Review, Medical Functional Area Assessment, and the Medical Systems Program Review emphasize that today's Army Reserve is a full partner in the Total Army Medical Department.

The Comptroller General's Report to the Congress entitled Will There Be Enough Trained Medical Personnel in Case of War? (HRD-81-67, June 24, 1981) discussed the shortage of skilled medical personnel in the Regular and Reserve forces. On 1 October 1980 there were 28,523 medical personnel (8,044 officers and 20,479 enlisted) assigned to Army Reserve units. In addition, 16,205 individuals (6,871 officers, 9,334 enlisted) were assigned to the Army Reserve in a non-unit status.



The Army Reserve has initiated many changes to increase the number of officer and enlisted medical personnel in troop program units, in the Individual Ready Reserve, and in the Individual Mobilization Augmentee Program. One effort is to focus recruiting programs on those civilian medical specialties most needed in the Army in the event of mobilization, such as surgeons, anesthesiologists, nurse anesthetists, and trauma specialists. Another effect is directed at stemming the flow of trained medical soldiers from the Army Reserve. As of 1 October 1985, the strength of medical personnel in units had increased to 49,483 (12,251 officers and 37,232 enlisted) while the non-unit strength had grown to 27,962 (10,964 officers and 16,998 enlisted). Compared with 1980, this represents a medical personnel increase of nearly 20,000 in units and 11,000 in non-unit status.

It is anticipated that in FY 1987 the efforts to further target medical skill recruiting will realize a significant increase in those critically short medical specialties that currently exist. Continued retention efforts will see a force of

medical soldiers better able to perform militarily as well as professionally.

The quality of medical, nursing, and other types of health care provided to eligible service beneficiaries has been the subject of a recent investigation. As a result, the Office of the Assistant Secretary of Defense (Health Affairs) has directed that all medical personnel, Active, Reserve Component, and civilian, providing health care must meet specific standards. All personnel requiring licensure, certification, registration, or other credentials to train in Army medical treatment facilities must have documentation of those credentials on file prior to training. Intensified emphasis on quality assurance and credentialling has mandated equal standards for Active and Reserve Component medical personnel. With credentialling well underway within the Army Medical Department, the goal of quality care by qualified health care providers is being realized.

ROTC

The Reserve Officers' Training Corps (ROTC) Program continues to be the largest single source of newly commissioned officers for the Army Reserve. In FY 1984 the Army Reserve received 1,694 of the 8,234 officers commissioned through this program.

In FY 1985, 2,079 of 8,319 ROTC graduates were directly assigned to the Selected Reserve. About 8,000 officers are expected to be commissioned through ROTC in FY 1986 and FY 1987. Of these, about 1,300 will join the Army Reserve upon commissioning and completion of their officer basic courses.

Leadership

In line with the Army's 1985 theme of "Leadership," the Army Reserve actively supports leadership development by rewarding creativity, commitment, and the taking of risk. The best physical, mental, moral, and spiritual attributes are to be challenged and nurtured, and active, aggressive leadership initiatives will continue to be encouraged at all levels. No investment pays better dividends than first-class leadership. Leaders subscribe to the premise that "We lead, we train, we serve, we care."

ARMY RESERVE LEADERSHIP IN ACTION IN THE FIELD

A TOTAL ARMY FAMILY

Army Reserve Families

The Army Reserve has long recognized the importance of families to the success of its mission. The Office of the Chief, Army Reserve continues to review laws, directives, regulations, and policies to identify and recommend solutions to issues that limit reserve families' full participation and involvement in Army programs. We have established full time positions in our Army Reserve Support Operations Center to manage community- and family-oriented problems and issues and to coordinate family programs with the many Army and OSD agencies involved with them.

There were several important Reserve family-related initiatives put into place in 1985. Among these were approval of an identification card for family members, authorization for family-oriented activities during regularly scheduled training time, and the establishment of several unit level family support groups.

The proposal to allow drilling reservists and their families to use their annual training commissary privileges throughout the year rather than only during annual training was not supported by OSD or the Congress in 1985. The Army continues to believe this low-cost, high-morale family retention initiative merits support. The proposal would not increase access to commissaries for the benefit of reserve members and their families--it would only affect the times when these benefits may be used.

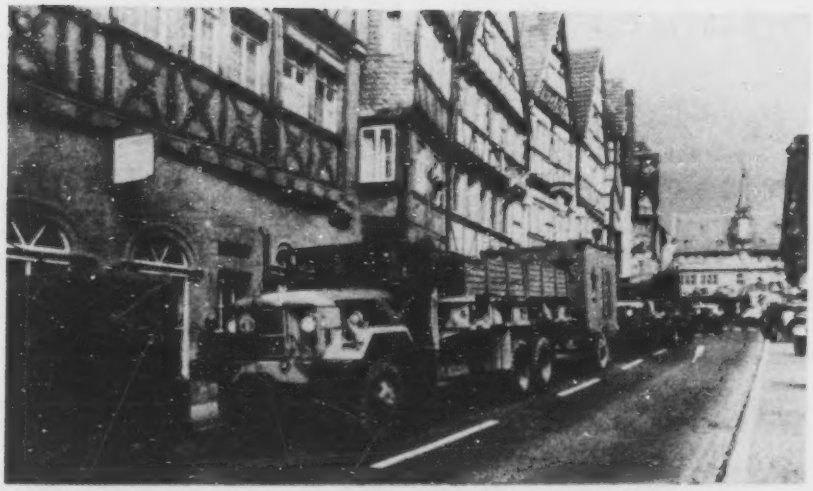
TRAINING the ARMY RESERVE

After personnel, the next essential ingredient of readiness is training. The Army Reserve's ability to fulfill its wartime mission is in large part a function of its training. Professional competence and the effectiveness which it engenders are the goals of Army Reserve training. As the reliance placed upon the Army's Reserve Components continues to grow, so too must these forces' abilities to provide the effective training and testing to justify and confirm that reliance.

Training in today's Army Reserve must keep pace with the myriad challenges which it encounters. Increased responsibilities and proportionally decreasing time and resources available for the training mission dictate that Reserve training must be made as effective as possible. Such a challenge is not new, nor is it expected to change over time, except in degree - it will only become more so. The Army Reserve's training programs for its units and its individual officers and enlisted soldiers become more demanding while operating at an increasing tempo made possible by full time unit support.

RIVER CROSSING IN AN ARMY RESERVE FIELD TRAINING EXERCISE

The Army Reserve trains continuously to produce and maintain combat-ready soldiers and units capable of performing their wartime missions. Realistic, mission-oriented unit training reinforced by individual military specialty training and professional development education are the keys to readiness.

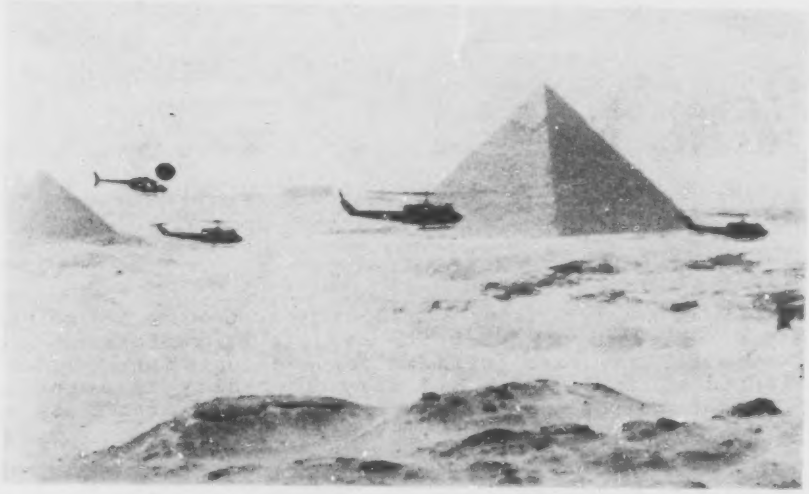


ARMY RESERVE PERSONNEL AND EQUIPMENT SUPPORTING REFORGER

Overseas Training

The Overseas Deployment Training (ODT) Program ensures realistic periodic training in areas where Army Reserve units may have to deploy and incorporates the latest wartime planning and CAPSTONE unit alignments. CAPSTONE is the program that aligns and integrates the entire Total Army structure by operation plans. For the Army Reserve unit, this permits training and planning for the wartime mission.

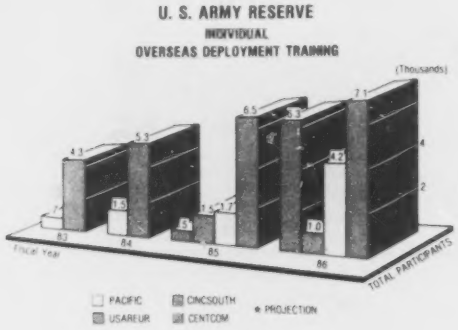
Procedures have been established for a three-year overseas training program and a five-year plan. Priority for overseas training is based on a unit's presence on a force deployment list supporting a contingency plan, its CAPSTONE alignment, and in-country required arrival date. Units within the D to D+60 category are programmed for overseas training once every 3-5 years. Some unit representation may be by command and control cells depending on their mission and CAPSTONE alignment.



1,459 ARMY RESERVISTS PARTICIPATED IN EXERCISE BRIGHT STAR

Army Reserve ODT participation has increased from 12 units/cells in FY 1976 to 1,111 units/cells containing approximately 10,200 personnel in FY 1985. Over 1,036 Army Reserve units/cells containing nearly 18,600 personnel are projected to participate in ODT for FY 1986. By using projected mobilization missions, a more equitable selection process has been achieved. Increased Reserve Component CAPSTONE alignments also allow greater participation in joint exercises such as REFORGER, CRESTED EAGLE, AND WINTEX in Europe, TEAM SPIRIT in Korea, BRIGHT STAR in the Mid East, BLAZING TRAILS in Central America, and YAMA SAKURA in Japan. ODT has also proven to be a significant factor in improving personnel retention.

The sense of making a contribution to the national security is greatly strengthened when soldiers actually train where they may have to fight. The relevance of the ODT experience is frequently cited by experienced Reservists as a primary factor in their decision to stay with the program. The personnel savings and avoided training replacement costs represented by this increase in retention clearly mark the ODT program as a prudent investment in the Total Army's future.

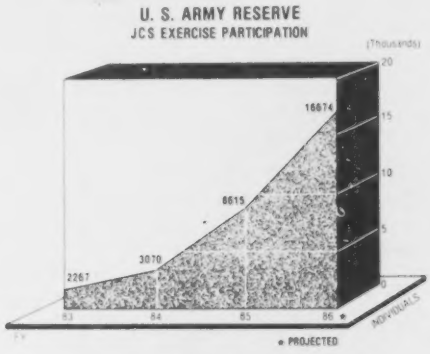


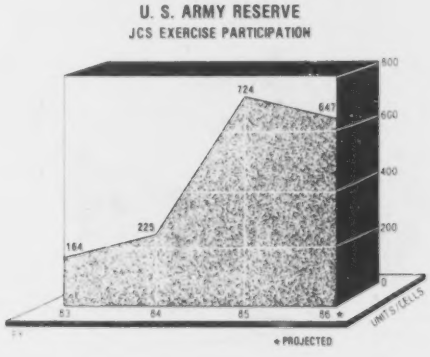
Overseas training is an excellent training vehicle for Army Reserve units, and its expansion is fully supported. The training received overseas is focused upon wartime missions and planning. Expansion of the program in Germany and projected growth for Korea and SOUTHCOM will require more administrative support.

Joint Chiefs of Staff (JCS) Exercises

A basic objective of US Army Forces Command is to train all major Reserve Component units through participation in major

exercises sponsored by the unified, specified, or combined commands. Such exercises will normally constitute annual training for participating individuals and units.





Army Reserve participation in Joint Chiefs of Staff (JCS) overseas exercises has grown from 103 units/cells in FY 1982 to more than 724 participations in FY 1985. The JCS Exercise Program involves overseas deployment of equipment and troops in varied environments from Europe and Southwest Asia to the Pacific and Central America.

Training in Central America

FY 1986 is noteworthy as the first year Army Reserve troop program unit members were trained in significant numbers in Central America and the Caribbean Basin. In prior years individual Reservists with medical and civil affairs skills have benefited from training and made substantial contributions to the SOUTHCOM mission. And that training continues. However, the BLAZING TRAILS exercises now are providing mobilization, deployment, and redeployment training for thousands of Army Reserve soldiers who are unit members. Army Reserve engineer units' training includes road and bridge improvement and construction supported by combat support and combat service support units from departure to return. Overseas development training in this area was previously confined to small cells and individual personnel and accomplished on relatively short notice as opportunities presented themselves. FY 1986 overseas training conferences for the first time reviewed a five-year plan for the Caribbean Basin and outyear plans for

Central American countries as well. Continued civil affairs actions to improve conditions and promote good will and stability are expected to constitute Army Reserve training opportunities for the future.

BLAZING TRAILS EXERCISE IN PANAMA

CAPSTONE

The Army CAPSTONE Program, to which reference has already been made, was initiated in October 1979. It is designed to associate Active and Reserve Component units in organizational structures which meet wartime operational requirements and the needs of the CONUS sustaining base. The CAPSTONE Program integrates units of all components by geographical and operational plan for four areas: Europe, the Pacific, Central Command (Rapid Deployment Force-Army), and the continental United States. Updated annually, CAPSTONE permits Army Reserve units to focus their peacetime training on wartime missions and to conduct detailed mobilization planning. CAPSTONE has fostered a closer relationship between Active and Reserve Component units, enhancing the combat capabilities of the Total Army. Army Reserve units are CAPSTONE-aligned and train toward the specific mobilization missions they have been assigned under various contingency plans.

Reserve Training Action Plan

The Department of the Army has developed and is implementing an action plan for Reserve Component training. Among the 16 major Reserve training issues that are addressed by the action plan are:

- Noncommissioned Officer Education System (NCOES)
- Officer/warrant officer training

- Full time manning training

- Military occupational specialty (MOS) qualification

- The Army Correspondence Course Program

- Regional training sites
- Training aids/devices

- Army Reserve schools

Money, manpower, equipment, and military construction required to begin implementation of this plan are included in the FY 1987 budget request. Even though the plan is not fully funded, approximately $185 million dollars will be available to begin the plan's implementation in FY 1987.

Special Training

The Army Reserve contains combat, combat support, and combat service support units that will, on mobilization, form a major part of the Total Army. Since 1981 the Army Reserve mission has continued to expand, and that portion of the total force that will be made up of Army Reservists has grown. Special Training funds pay for those unit activities required to prepare the Army Reserve force structure to meet these missions.

ROUTINE MAINTENANCE WITH SPECIAL TRAINING FUNDS

Special Training allows Army Reserve units and unit personnel to perform routine management and day-to-day maintenance and operational tasks during periods other than their regularly scheduled monthly drills and annual training. This capability allows monthly drills and annual training to be dedicated primarily to individual and unit mobilization training thus enhancing readiness. This area of Special Training has grown significantly during the past few years because of growing requirements in management and routine unit operations. In addition to these types of activities, Special Training also pays for:

- Planning for Army Reserve schools and preparation and updating of courses of instruction.

- Developing unit mobilization plans and deployment training requirements.

- Participation in Joint Chiefs of Staff (JCS) intraservice and interservice training exercises.

- Supervision by command and staff personnel to ensure wartime task training is being effectively carried out.

School Training

Increasing requirements for Army Reservists to spend more time on active duty participating in military schooling, and the resulting expansion of the Army Reserve school system, has caused continued significant growth in the School Training Program. School Training funds provide Army Reserve troop unit soldiers with training in the military skills required upon mobilization. They also provide funds for career development schooling needed to enable Reserve soldiers to assume progressively higher levels of responsibility in the Total Army. Professional development training is a mandatory requirement for Army Reserve officer promotion and subsequent retention in the Army Reserve.

Funding in the School Training account in FY 1986 and to FY 1987 will support many of the highest training priorities of the Army Reserve. This funding, combined with intensified school management is expected to improve qualification rates, officer promotion selection rates, and overall retention rates in the Army Reserves.

There is continuing need for Army Reserve personnel to participate in resident training to maintain required standards of proficiency with new systems and technology. The increased support by the Congress for School Training funds has provided more effective resident training opportunities to a growing nummber of Reservists and has significantly improved their mobilization readiness.

Additional Training Assemblies

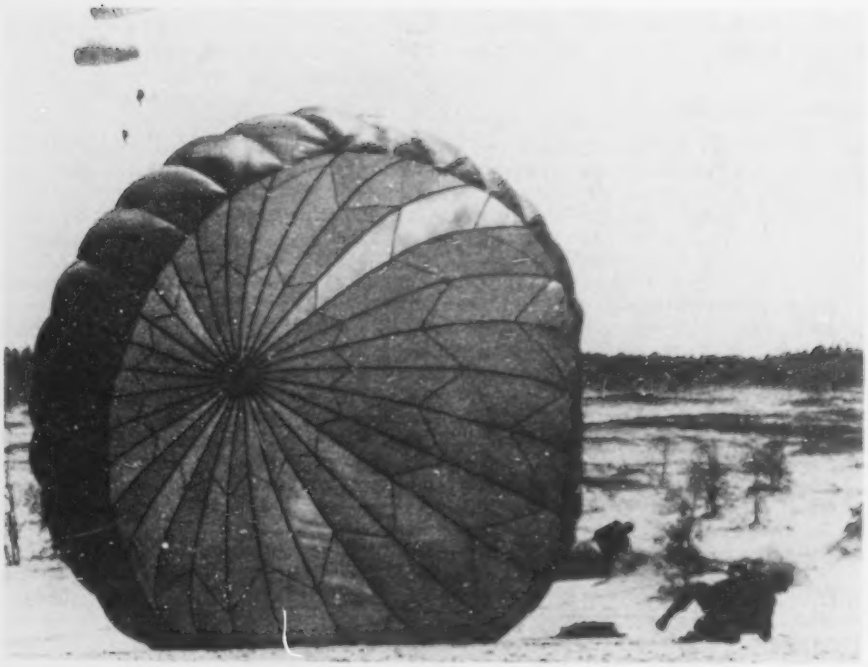
As the mission, responsibilities, and training tempo of the Army Reserve grow, the significance of additional drill assemblies (ADA) for its troop program units also grows. Increases in full time support personnel for troop program units have emphasized the need for additional drill assemblies by identifying more training and management requirements within units. There are several types of ADAs currently in use by Army Reserve troop program units.

- **Additional Flight Training Assemblies** -- Each Army Reserve unit aviator is authorized up to 24 additional training assemblies annually to maintain his flight proficiency.

- **Additional Assemblies for Nuclear Training** -- These additional training assemblies, first authorized in 1985, are used to maintain selected unit members' nuclear weapons employment planning skills. Four additional assemblies each year are authorized for each selected unit member.

- **Additional Training Assemblies** -- Selected unit members are authorized up to 12 additional training assemblies annually for training planning and preparation.

- **Readiness Management Assemblies** -- New to the Additional Drill Assemblies Program, these assemblies are used to accomplish routine management tasks within units to allow more monthly training periods and annual training time for individual and unit mission training. Selected unit members are authorized up to 12 additional training assemblies annually.



ATA's FOR AIRBORNE TRAINING BY ARMY RESERVE UNITS

- **Additional Airborne Unit Training Assemblies** - Personnel of Army Reserve airborne units are authorized six additional training periods each year to maintain their airborne skills.

Continued support for these programs is essential to continue to improve and maintain USAR readiness.

Physical Training

The Army Reserve continues to administer the Army Physical Readiness Test (APRT) to eligible troop program unit members and to require the APRT for Individual Mobilization Augmentee members during their annual training and for eligible IRR members when they perform active duty for training. During FY 1985 and FY 1986, the Army Fitness School and Research Institute developed and implemented a special program for training Army Reserve master fitness trainers. These Army Reservists will provide battalion level units with experts in developing and monitoring physical training within the unit. Expansion of the placement of master fitness trainers to separate companies and detachments and the continued distribution of a number of fitness publications to individual Reservists and Reserve units are planned for FY 1987. These initiatives will assist Army Reserve commanders in improving their soldiers' mobilization readiness and their awareness of the importance of physical conditioning and good health habits.

ARMY RESERVE TRAINING DIVISION PHYSICAL READINESS TESTING

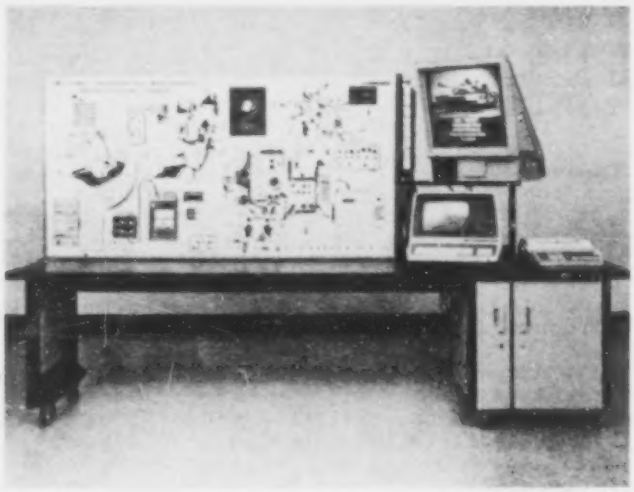
All soldiers age 40 and over are required to undergo cardiovascular screening before taking part in the Army Physical Readiness Test (APRT). In July 1984, the Vice Chief of Staff of the Army made the decision that the 40 and Over Cardiovascular Screening Program should be expanded to include all Reserve Component soldiers. In order to comply with this decision, a pilot program for Reserve Component personnel aged 40 and over is being conducted in the Commonwealth of Virginia to determine the feasibility of the four-phase Cardiovascular Screening Program for all Reserve Component soldiers. Based on the results of the pilot program, the Cardiovascular Screening Program will be expanded, modified, or deleted as a requirement for Reserve Component personnel. Funding will be required for all phases of cardiovascular testing permitted by law. In addition, a change in those laws regarding health benefits and compensation for disability resulting from the screening program is required. A Reserve force that is physically fit will be better able to perform its mission for a sustained period of time in the event of war. This screening effort will allow Reserve Component soldiers to exercise to a high level of fitness and will result in an Army Reserve that is ready, responsive, and responsible.

CARDIOVASCULAR SCREENING OF ARMY RESERVISTS

The Army Physical Readiness Test, used for evaluating physical readiness in the Total Army, will be made more difficult in FY 1987. Increasing the number of repetitions of push-ups and sit-ups and lowering the time in which two miles must be run will make the test considerably more challenging. The Army Reserve will use the new test and meet the same standards as the Active Army.

Training Equipment/Simulators

The support-heavy structure of the Army Reserve encompasses a wide assortment of logistics, medical, and other wartime support functions, as well as infantry, armor, aviation, signal, special forces, and other combat units. Much of the equipment in the Army Reserve was displaced from Active units and is used for training. In many instances, however, CAPSTONE alignments for wartime conditions will require immediate Reserve force support to maintain and operate different modern equipment. To correct this type of equipment mismatch, the issuance of training devices for the Reserve Components has been directed. Priority for device acquisition for the Reserve Component has been elevated to enable equal competition with other Army requirements.



M1 TURRET ORGANIZATIONAL MAINTENANCE TROUBLESHOOTING TRAINER

Simulators

The Office of the Chief, Army Reserve, in coordination with US Army Forces Command, participates in determining requirements, developing distribution plans, and tailoring device hardware to best support unit missions.

Training devices included in the current program include the Multiple Integrated Laser Engagement System (MILES) which can be used in local training areas and other facilities otherwise unusable due to live-fire restrictions; maintenance trainer systems such as turret mock-ups and troubleshooting flat panel trainers for M-1 tanks; M2/3 Bradley Fighting Vehicles to provide mechanics with hands-on training on state-of-the-art equipment; Mobile Conduct of Fire Trainers (MCOFT) to maintain perishable gunnery skills by incorporating mobile capability to specifically support Reserve Component units; and Army Training Battle Simulation Systems (ARTBASS), van mounted training devices

designed to allow command and staff personnel to realistically exercise and prepare for real world contingencies. Funds programmed in FY 1986 for RC training devices totalled $99.8M. Deliveries of the devices mentioned above and others will begin in FY 1987.

Training devices procured with FY 1986 funding, totalling some $99.8 million, will find their way into the support system over the next several years. Many of these devices are programmed for joint use by the Army National Guard and Army Reserve in regional maintenance training sites (RMTS). As these and other training areas begin operation in FY 1986, other training devices which meet total RC needs are being evaluated to enhance a balanced and cost-effective approach to training.

Medical Training

Several training programs have enhanced the readiness of medical personnel in the Army Reserve. Some of these programs are directed at flexible training options, others are designed to develop, augment, or sustain military medical skills; some emphasize military (soldier) skills, while others are designed to provide realistic training experiences. Flexible training programs offered at unit, regional, or national level have counteracted the attrition of medical personnel from medical units by allowing selected medical specialties the option of training on a schedule mutually agreeable to the unit and the individual

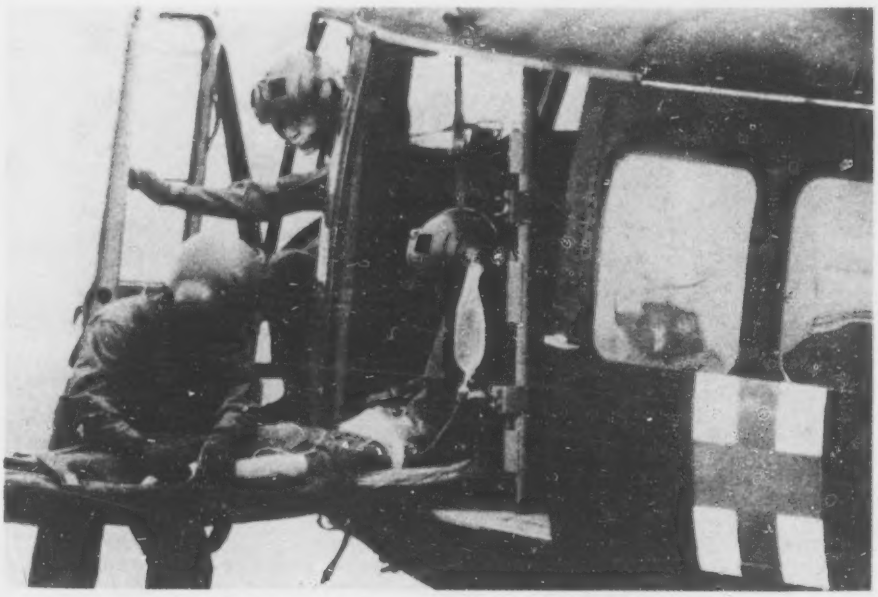
ARMY RESERVE MEDICAL TRAINING

These training options should also encourage new health care providers to join the Army Reserve and inspire those currently in the force to remain. One program in particular, the NURSEDETS (Nurse Detachments) Program for Operating Room (OR) nurses and nurse anesthetists, allows flexibility in training by assigning qualified OR nurses and nurse anesthetists to a unit anywhere in the Army Reserve with a vacancy in their specialties, subsequently attaching them to a local unit for administrative purposes, and then permitting them to perform their Reserve duties in a local military medical treatment facility. Plans for expansion of the NURSEDETS Program include the addition of other nursing specialties and the expansion beyond the Army Reserve troop units into the IRR. The Reserve Component Operating Room Nurse Course will produce 30-40 new operating room nurses each year.

The increased emphasis, and mandatory requirements for some courses, on basic and advanced NCO/officer training will lead to better trained and better informed Army Reserve leaders in the Army Reserve Medical Corps. Increased use of overseas deployment training and other unit and individual training experiences will ensure a greater state of readiness for members of the Army Reserve in the Medical Corps. With resident and nonresident courses available for initial and advanced training of medical personnel, the number of trained medical Reserve personnel should increase. With the increased emphasis on sustainment of medical skills, the Army Reserve should have the qualified medics--in units and the IRR--it needs for mobilization.

Overseas Medical Training

In the past few years, Medical Corps officers have served in Europe with British Reserve medical units. In FY 1985, physicians also served short tours of duty in Korea. Personnel from several Army Reserve units have served in Central America with Joint Task Force Bravo. Other exercises with Army Reserve medical participants have included WINTEX, TEAM SPIRIT, BRIGHT STAR, YAMA SAKURA, REFORGER, and BATTLE BOOT. Individual Ready Reservists have spent training tours of 179 days in the US Army Hospital element at Palmerola, Honduras.



FIELD MEDICAL TRAINING WITH ARMY RESERVE PERSONNEL AND EQUIPMENT

Officer Training

Mandatory resident skill qualification training for Army Reserve Component officers was approved in 1984 in order to improve the quality of their military education. The Reserve Component officer basic course has been lengthened to a minimum of eight weeks. All newly commissioned officers are now required

to attend a resident officer basic course at their branch service schools. The previous option of correspondence course study has been dropped. The Army believes that a resident training experience at an Army branch service school is necessary for the new appointee early in his career. All Army officer basic courses have been revised to accommodate this training requirement. Branch officer advanced courses have also undergone major revisions to provide more up-to-date training.

Completion of an officer advanced course now requires a minimum of four weeks in residence, replacing the previous 100 percent correspondence option. Resident advanced courses are being revamped to expand the curriculum to a minimum of fourteen weeks. In keeping with the Total Army policy, Army Reserve officers are fully integrated with Active Component officers in all resident schools. All officer advanced courses completed through a nonresident option will require a minimum of two, two-week ADT phases in residence at proponent service schools for study of specific branch subjects and for training which cannot be effectively presented through correspondence courses.

The improvement in professional military competence associated with this increased resident training requirement is expected to be significant. Individual Reserve Component officers will be better prepared than ever before to lead their soldiers, and their units' readiness for mobilization, deployment, and combat should improve proportionally.

Warrant Officer Program

Effective 1 October 1985, direct appointments to warrant officer in the Reserve Components were discontinued. Soldiers desiring warrant officer appointment now must complete the triple check process which requires:

a. selection by board action

b. completion of the Warrant Officer Entry Course, and

c. completion of technical certification training.

The required training must be completed within two years of selection for the Warrant Officer Candidate Program. Upon satisfactory completion of the training program, soldiers are appointed as Army Reserve warrant officers.

Senior Service College

Army Reserve officers continue to participate in resident and nonresident programs of the Army War College, National Defense University, and the College of Naval Warfare. Efforts are ongoing to continue expanded participation in various senior service college programs. There is a distinct advantage gained by both the Reserve student and his active duty counterpart through the mutual exchange of views which leads to a clearer understanding of the complementary nature of the Active and Reserve Components.

NCO Training

Army Reserve NCOs are now required to complete NCOES course at their current grade before promotion to the next higher skill level. This philosophy underscores the commitment by the Army Reserve to improve its NCOs' technical competence. Required NCO professional development courses will improve the tactical and battlefield leadership and survival skills of our NCOs. By FY

1990, the NCOES program of instruction will be reconfigured specifically for the Reserve Components. The Army Reserve has established a management and coordination office for NCO professional development at ARPERCEN to ensure the right soldiers receive the right training at the right time.

NCOES TRAINING

Sergeants Major Academy

Army Reserve participation in the resident and nonresident programs of the US Army Sergeants Major Academy (USASMA) has significantly increased from 1981 to 1986. The number of Army Reserve NCOs participating in the resident course has increased nearly threefold, and nonresident course enrollment has increased by more than 40 percent. Expansion of USASMA's Total Army instructional facilities located at Ft. Bliss, Texas will provide increased programmed participation for the Army Reserve in FY 1988. In FY 1986, Army Reserve NCOs also have participated in the USASMA First Sergeants Course.

Beginning in late FY 1986, Army Reserve NCOs will participate in the USASMA Operations and Intelligence Course. The course will develop senior NCOs serving in battalion/corps level operations and intelligence positions, and enhance Army Reserve readiness by substantially improving the skills of senior NCOs. Increased emphasis upon advanced resident NCO training will increase the professional qualifications and mobilization readiness of our Reserve NCO corps and those whom they lead.

Centralized School Training Management

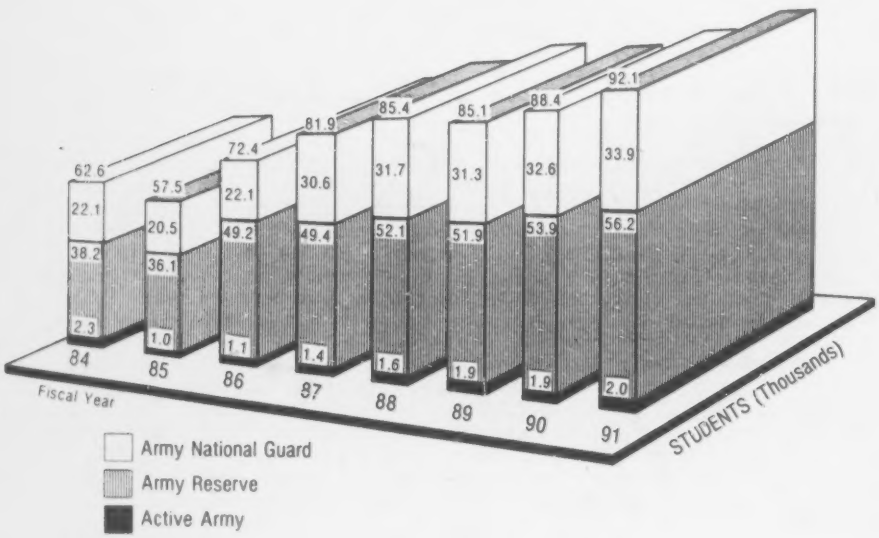
Since 1981, improvements have been made in the management of Army Reserve resident course training needs. From a decentralized system in which many commands reported requirements and allocations, the Army Reserve has moved to an automated system which identifies all requirements for both nonprior service accessions and in-service ADT training of unit and IRR personnel.

Utilization of available service school courses continues to show a dramatic improvement due to centralized requirements

development and greater publicity of various course opportunities for Army Reserve units and individual soldiers. Increased resident schooling opportunities will allow the Army Reserve soldier to receive the same training on new equipment and doctrine as his Active Component counterpart.

During FY 1987, a fully centralized school training management system for all resident service school requirements is expected to be operational at ARPERCEN. Under this system, quota management and allocation, ADT orders' publication, and funding will be centrally managed at ARPERCEN to support the resident school training needs of both unit and IRR soldiers. This will enable a closer programming of training requirements and supporting funds, increased cost-effectiveness, and more timely responsiveness to the training needs of the individual soldier.

U. S. ARMY RESERVE
SCHOOL ENROLLMENTS



Army Reserve Schools

Army Reserve schools operate as troop units to provide requisite military education to members of the Army Reserve, the Army National Guard, and the Active Army. Army Reserve schools offer training in the Command and General Staff Officer Course, officer advanced courses, enlisted MOS courses, and NCO leadership courses of the Noncommissioned Officer Education System (NCOES). Particular emphasis and direction is toward MOS and NCOES courses, which on the average comprise 70-75 percent of our total enrollment.

During the 1970's, the 91 US Army Reserve schools had an authorized strength of approximately 6,000. In FY 1986 the combined staff and faculty strength is 10,132 with a projected need of approximately 18,000 by FY 1992. The growth of the Army

Reserve schools staff and faculty represents a strong commitment by the Army to providing an increasing variety of quality educational opportunities for all of its soldiers. Such growth is an investment in future competence and mobilization readiness.

Individual Ready Reserve Training

A wide variety of opportunities to train and to develop professionally are afforded to IRR soldiers. While mandatory training of the IRR has upon occasion been proposed as a solution to IRR training needs, it must be recognized that current funding levels do not permit training for all IRR soldiers who volunteer for training.

IRR Training Plan Options

For training purposes the IRR Training Plan divides the IRR into two groups. One group is intensively managed and trained; the other group is made up of all remaining IRR mobilization assets. The Department of Army will prioritize mobilization requirements, and US Army Training and Doctrine Command will establish screening criteria to define the type and quality of soldiers to be selected and trained within each career field and specialty.

Having established the requirement for training and systematically selected the soldier to be trained, the plan provides for a variety of innovative training opportunities and techniques.

* **Lieutenant Training.** ARPERCEN's Lieutenant Management Program has several initiatives in development which will provide education and experience to Reserve Forces Duty (RFD) lieutenants beyond the level of the officer basic course. For example, the Reserve Officer Mobilization Training (ROMT) Program, now in its pilot phase, places RFD lieutenants on indoctrination tours of up to 179 days as platoon leaders with Active Army units, prior to their assignment to Army Reserve troop program units (TPU).

* **Troop Unit Vacancy Fill.** ARPERCEN's officer personnel managers are continuously informed of officer vacancies in Army Reserve troop units and constantly seek qualified IRR officers to fill these vacancies. Generally, the final decision on vacancy fill rests with the unit commander. ARPERCEN ensures the commander has as many options as possible and that available IRR officers are informed of unit assignments for which they are qualified.

* **IMA Program Fill.** The Individual Mobilization Augmentation (IMA) Program, in addition to its critical mobilization role, is a source of excellent training for qualified IRR officers and enlisted personnel. Besides serving a minimum of 12 days each year with their units of assignment, IMA Reservists frequently perform special projects for participation points only and may undertake other training related to their assignment as well. The program is expanding as more Active Component unit positions are authorized for IMA fill upon mobilization.

* **Counterpart/Mobilization Readiness Training.** This is the primary method of IRR training. Individual Reservists volunteer for ADT tours of from 12 to 35 days to train on-the-job in their military skills. ARPERCEN arranges such training for all skills, all grades, all seasons of the year, and in virtually every MACOM and geographic area.

* **Professional Development/Education.** IRR soldiers are required to meet the same military education standards as other

Reservists. ARPERCEN receives quotas for courses and fills the seats with IRR soldiers based upon the same professional development criteria used throughout the Army.

* **Continuing Health Education.** Army Reserve medical professionals, including those in the IRR, attend educational training which meets American Medical Association requirements for continuing medical education. The medical professional, either officer or enlisted, can select from a wide variety of military or civilian sponsored training opportunities. Military conferences, symposia, and seminars are sponsored by the AMEDD Professional Post-Graduate Short Course Program and include both Army and tri-service programs.

* **REDTRAIN.** A variety of training activities for Army Reserve intelligence personnel takes places under this program. The training varies in length and type and is tailored to preserve the specialized expertise of Reservists with technical intelligence skills.

* **Mission Support Training.** This type of training permits the Army Reserve to provide its own expertise to support its own programs on a short-term basis. Special Active Duty for Training (SADT) tours of up to 179 days may be authorized for specific duties in support of annual training, Reserve participation in exercises, and other activities. Funding is provided by the requesting command.

New IRR Training Programs

Division Attached Ready Reserve Training (DARRT) attaches Individual Ready Reserve (IRR) officers for training with Active Component divisions and separate brigades. The program enables Reservists to exercise their doctrinal and tactical proficiency in progressive assignments very similar to those they could be expected to perform in case of war.

The pilot program will train approximately 800 qualified combat and combat support officers at Fort Hood, TX and Fort Ord, CA. During the pilot phase, DARRT participation is limited to officers. Enlisted Reservists will be able to train as part of DARRT as soon as feasible.

Ground Liaison Operations (GLO) is an innovative program developed in response to the Air Force Reserve's request for ground liaison support. IRR air defense officers are attached to tactical Air Force Reserve units on a "year-around" basis and can train in their primary mission skills while assisting the Air Force Reserve in its tactical joint exercise procedures.

Since its inception in December 1984, GLO has expanded to 112 attachments with tactical Air Force Reserve units throughout the country. GLO is envisioned to expand to include an additional 107 positions with Military Airlift Command and Air Force electronic warfare units. Long-range objectives for GLO include the incorporation of enlisted personnel into a ground liaison intelligence team (GLINT) attached to each Air Force Reserve or Air National Guard unit participating in the program.

EQUIPPING the ARMY RESERVE

Equipment is the next essential ingredient of readiness, since trained personnel must have the equipment needed to perform their wartime mission. It should be noted that often in the unit status reporting system the equipment on-hand portion is misleading. Units must have on-hand or available the quantity, type, and quality of equipment necessary for training. The remainder of the units' wartime equipment requirements must be made available to the unit upon mobilization prior to deployment in order that the unit can perform its wartime mission.

EXAMPLE OF EQUIPMENT MODERNIZATION IN THE ARMY RESERVE

Priorities

Total Army equipment distribution policy is that the first unit to fight is the first unit equipped regardless of component. In addition, the Army has a "distribution to readiness" approach. Units now have three categories of equipment identified by readiness codes - (ERC) A, B, or C; these codes reflect the criticality of an item to a unit in combat. ERC-A items are mission-essential such as wire and associated equipment in Signal units and ammunition vehicles in Field Artillery units, and are used to determine the unit's readiness status rating. The new policy provides ERC-A equipment requirements regardless of component, before distribution of scarce resources to fill less critical ERC-B or ERC-C shortages such as wire and associated equipment to non-Signal units or individual weapons to non-combat units. This policy should provide more equipment to the Reserve Component, without degrading to Active Component readiness.

Dedicated Procurement

Significant progress has been made in obtaining substantial quantities of more modern equipment for the Army Reserve. Since 1980, the Army Reserve has received over $705 million in dedicated procurement funding as a result of Congressional and OSD initiatives. Consequently, the dollar value of equipment issues to the

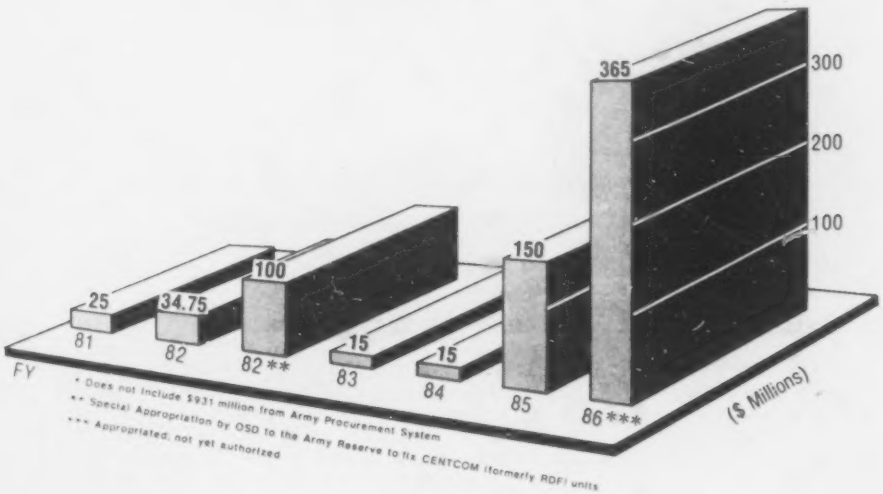
Army Reserve increased from $60 million in FY 1982 to $95 million in FY 1983 and $150 million in FY 1984. In FY 1985 equipment issues to the Army Reserve exceeded $150 million. For FY 1986, the Congress has appropriated $365 million for Army Reserve equipment. This is in addition to redistribution of Active Component equipment and equipment valued at $931 million received since FY 1981 from the Army procurement system.

As a result of increased issues of critical equipment, Army Reserve units have experienced significant improvements in their readiness posture. It should also be noted that as a result of the current unit readiness rating system's handling of the effect of such factors as mission changes, reorganizations, and the need for qualification training associated with new equipment, many improvements in actual warfighting ability wrought by this new equipment go unreported. The improvements are there; however, the system is not designed to recognize them.

U. S. ARMY RESERVE

DEDICATED PROCUREMENT PROGRAM (DPP)*

FUNDS APPROPRIATED FROM FY 81 - 86



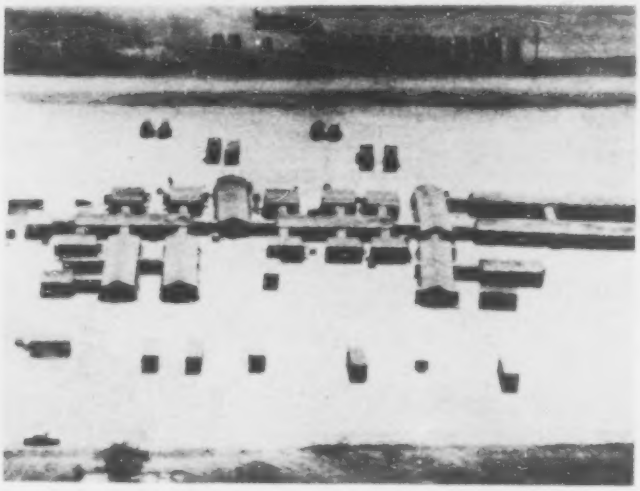
RC-TRANSMOD

The Reserve Components Transition to Modernization (RC-TRANSMOD) Program provides special tools and test and diagnostic equipment for early-deploying, non-divisional Army Reserve maintenance units to support modernized systems. Requirements are determined and documented for each unit reflecting the specific weapons systems to be supported in wartime. During FY 1986, 25 units are being equipped to support 14 modernized Army systems. This program will continue in FY 1987 to complete acquisitions for the original 25 units and to acquire support equipment for nine additional units and nine additional Army systems.

Medical Equipment

Medical equipment for wartime, and training sets for peacetime, have always been a priority need for medical personnel in

the Army Reserve. A new system of field medical equipment, Deployable Medical System (DEPMEDS), has been ordered for all components of the Army. This new equipment system is designed to be compatible with medical equipment currently being procured by the other uniformed services. DEPMEDS training sets and regional medical training centers are being developed for peacetime training of medical soldiers. In the later part of the decade, the DEPMEDS equipment will start coming off the production line. It will be stored in depots in the United States, in the regional medical training centers, and at selected overseas locations.



DEPLOYABLE MEDICAL SYSTEMS (DEPMEDS) SHELTERS

Psychological Operations Equipment Maintenance

Frequently, installation support activities cannot adequately support currently available Psychological Operations equipment systems due to age and obsolescence and the resultant lack of repair parts, tools, and special skills. The average age of Army Reserve psyops equipment is nearly 17 years. In FY 1983-1984, the Army Reserve provided depot maintenance funds for an extensive upgrading program for its printing plant systems and depot overhaul of its radio transmitters. The funds also provided on-site depot contact team support of equipment on a continuing basis. The depot overhaul/ upgrade of the light and medium print plants includes the installation of modern photo-typesetter in the psychological operations shelter. This Army Reserve depot maintenance initiative provides a temporary fix for psychological operations equipment systems until the modular print plant and improved radio transmitters are fielded. The mission of Army Reserve psychological operations units requires modern technology. To that end, the Army Reserve will continue to use depot maintenance funds to maintain psychological operation units' equipment readiness.

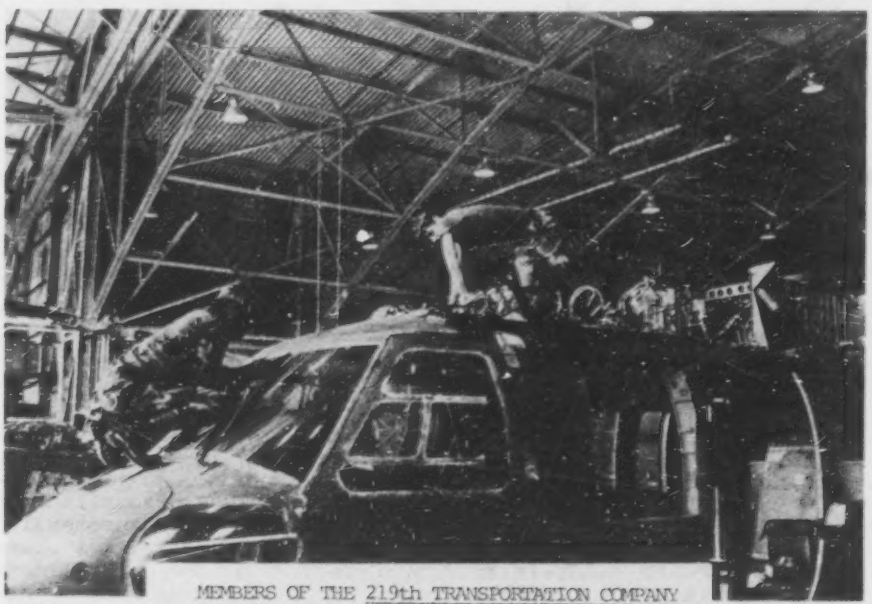
ELECTRONIC EQUIPMENT MAINTENANCE

Electronics Maintenance

Under the US Army Communications-Electronics Command's coordinated logistics support and shelter repair total assembly programs, the Army Reserve upgrades its communications-electronics equipment. During FY 1984, Army Reserve units' communication and electronics equipment sets underwent a complete inspection evaluation and were scheduled for depot maintenance. In late FY 1985 the Army Reserve began cycling communications-electronics equipment into the repair program. By the end of FY 1986, the Army Reserve plans to complete repair of over 450 items of communication-electronics equipment. The program provides for direct exchange of items to provide quick turn around to owning units. Items that cannot be exchanged are being repaired as part of the depot repair and return program. This approach improves unit readiness and ensures equipment availability for training.

Aviation

Army Reserve aviation assets are old and becoming increasingly difficult to maintain. The Army Reserve's fixed wing fleet is between 25 and 30 years old. Extensive upgrading of the existing



MEMBERS OF THE 219th TRANSPORTATION COMPANY PERFORM MAINTENANCE ON AN ACTIVE ARMY BLACKHAWK HELICOPTER AT SCOTT AFB, ILLINOIS

60-765 O - 86 - 3

U8 (fixed wing) fleet has been undertaken because newer U21 and C12 aircraft have not yet been programmed for the Army Reserve. These upgrades use dedicated procurement funds to purchase new avionics packages for all Army Reserve U8 aircraft. An engine and propeller upgrade for the U8 fleet is also being funded through the depot maintenance program. Although repair parts will become increasingly difficult to obtain as both the fixed and rotary wing fleets age, the Army Reserve will continue to maintain its aviation fleet with depot maintenance funds.

The goal of modernizing the Army Reserve aviation fleet depends totally on the procurement of new aircraft. Faster direct issue of greater quantities of new aircraft to the Army Reserve or to the Active Component (with the displaced aircraft coming to the Army Reserve) would accomplish that goal. Constant upgrading has reduced the problems in some areas temporarily; however, provision of more modern aircraft is the only way to upgrade the Army Reserve's aging aviation fleet.

The success of aviation maintenance training depends on the issue of the latest aircraft and the support equipment to aviation intermediate maintenance (AVIM) units. Without this equipment available for training, AVIM units will not be able to accomplish their wartime mission. In FY 1983-1984 the first UH60 helicopters were provided to the Army Reserve. Four of the five Army Reserve AVIM companies each received a UH60 to use for maintenance training to meet their wartime mission requirements. These UH60's, part of an operational readiness float (ORF) program, are received, repaired, and returned to supported Active Component units. The balance of the Army Reserve rotary wing fleet consists of aging UH1H, OH58A, and the CH47A and B helicopters.

ARMY RESERVE AVIATION TRAINING

If Army Reserve aircrews are expected to be a combat multiplier to the total force, they must be able to correctly utilize aircraft survivability equipment (ASE) systems prior to entering a battlefield environment. Expedited procurement of ASE items is needed for the Army Reserve. These items include radar warning receivers (RWR), infrared (IR) exhaust suppression systems, IR jammers, and dispensers for chaff and flares. Another system related to ASE permits Army Reserve aircrews to validate their terrain flying skills in a realistic, high threat, air

defense environment by using a simulator threat radar tracking system. This system, the tactical radar threat generator AN/VPQ-2 (GREATA), has not yet been acquired for issue to the Army Reserve, nor is the system available for training Army Reserve aircrews.

Clothing

The battle dress uniform and other organizational clothing and individual equipment (OCIE) continues to be issued to Army Reserve troop unit members. In the future, the following items will be issued: the Personnel Armor System Ground Troop (PASGT) helmet, combat vehicle crewman uniform, extended cold weather clothing, and the PASGT vest.

BATTLE DRESS UNIFORM

DESERT BATTLE DRESS UNIFORM

CHEMICAL PROTECTIVE BATTLE DRESS OVERGARMENT

Other programs also contribute to enhanced readiness and sustainabilility of Army Reserve units. One such program is the issue of the Army new camouflaged chemical protective battle dress overgarment (BDO).

During FY 1985, 17,000 sets of BDOs were issued to the Army Reserve; and plans call for completing the initial issue balance of 133,000 to the Army Reserve in FY 1987. Additional nuclear, biological, and chemical warning, detection, and decontamination items are also programmed for distribution to the RC during this period.

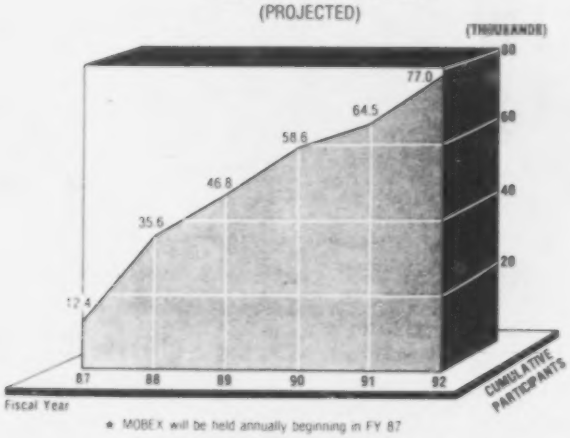
Minimum Essential Equipment for Training

Modernizing the Army Reserve with more equipment delivered sooner has been accomplished by the Minimum Essential Equipment for Training (MEET) Program. The readiness of Army Reserve units has increased because MEET sets distribution of equipment apart from the normal equipment readiness code-A (ERC-A) requirements. Early fielding is accomplished with equipment from planned procurement, existing stocks, and redistribution. The MEET system is expected to significantly improve Army Reserve mobilization readiness training.

MOBILIZING the ARMY RESERVE

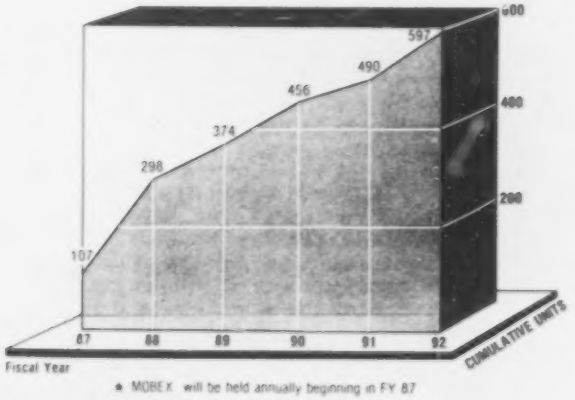
The final ingredient of readiness is our ability to mobilize. The transition from a peacetime reserve status to a wartime active status is a complex process which must be as carefully planned, practiced, and critiqued as any battlefield maneuver. Moreover, just as battlefield operations involve units and individual soldiers, so too does the preparation for mobilization. The Army Reserve in peacetime continues to prepare its units and its individual members for the critical process of mobilization.

MOBEX PARTICIPATION *
(PROJECTED)



* MOBEX will be held annually beginning in FY 87

MOBEX PARTICIPATION *
(PROJECTED)



* MOBEX will be held annually beginning in FY 87

Mobilization Exercises

Mobilization exercises are a critical element in improving of Army Reserve readiness. While the Army Reserve is more ready to mobilize and deploy in 1986 than ever before, further improvement of these capabilities is still required to keep pace with

modernization. The Office of the Chief, Army Reserve has recently developed a series of Army Reserve mobilization exercises which will involve nearly 77,000 personnel in about 600 early deploying units between FY 1987 and FY 1992. The plan calls for a different Continental US Army (CONUSA) to be exercised each year starting with the highest density CONUSAs on the East Coast. The units which will be tested include those in the M+10 Essential Force, CENTCOM, and the theater defense brigade.

Army Reserve participation in biennial command post mobilization exercises such as NIFTY NUGGET, PROUD SPIRIT, and PROUD SABRE, increases our ability to respond while decreasing required response time. These exercises have also identified problem areas in documentation procedures, training, equipment, facilities, and strategic lift. As a result, Army Reserve units have implemented many corrective measures, including the development of mobilization plans intended to ensure that all deficiencies discovered in previous exercises have been eliminated if possible, or if they cannot be eliminated, addressed in detail.

These biennial exercises enable entire Selected Reserve units to test field mobilization procedures. Subsequent exercises will involve alert, assembly, processing, uploading, and movement of Army Reserve units from home station to their mobilization stations, and will provide realistic preparation for actual full scale mobilization exercises programmed to begin in FY 1987. Full scale mobilization exercises will eventually include deploying most units in the Army Reserve and moving them to their overseas CAPSTONE commands.

Medical Initiatives

The Army Reserve's cardiovascular screening program, once fully implemented, will be a major step toward ensuring that our soldiers are physically ready to perform when mobilized. Plans are being completed to ensure that all Army Reserve soldiers' personnel files contain required dental x-rays and records prior to the initiation of any mobilization process. The Army is also preparing to screen all of its personnel, including its Reserve Components' members, for Acquired Immune Deficiency Syndrome (AIDS) in order that they may be safely deployed overseas, and to ensure the integrity of the replacement blood supply for our soldiers in wartime. This screening process will begin in the Army Reserve this year.

Family Mobilization Readiness

The Army Reserve is also working to prepare its families for the mobilization process. Army Reserve dependent ID cards are being issued to eligible family members and contingency dependent benefit eligibility enrollment is also being carried out. The Family Assistance Handbook for Mobilization, which outlines various recommended legal and financial planning actions, has been widely distributed to Reserve soldiers, and many Army Reserve units annually sponsor family mobilization preparation seminars for their members. Articles on the need for family preparation for the mobilization process also are published regularly in the Army Reserve magazine.

ARMY RESERVE FACILITIES

New Facility Construction (FY 1985)

During FY 1985, the Army Reserve constructed six new training centers and upgraded and expanded 24 more. Two multipurpose training ranges were also constructed. Design of major construction projects is being accelerated to have projects 100 percent designed and ready for contract at the time the program is approved by Congress.

Location	Project
Alabama, Birmingham	Add/Alt to 600-Mbr ARC
California, Chico	Add/Alt to 100-Mbr & 400 Mbr ARC
Connecticut, Middletown	150-Mbr ARC
Delaware, Seaford	Add/Alt to 200-Mbr ARC
Florida, Milton	60-Mbr ARC
Orlando	Add/Alt to 400-Mbr ARC
Idaho, Rexburg	Add/Alt to 60-Mbr ARC
Indiana, Indianapolis	Add/Alt to 600-Mbr ARC
Kentucky, Owensboro	Add/Alt to 150-Mbr ARC
Louisiana, Alexandria	Add/Alt to 100-Mbr ARC
Lafayette	Add/Alt to 400-Mbr ARC
Monroe	Add/Alt to 200-Mbr ARC
Michigan, Ann Arbor	Add/Alt to 100-Mbr ARC
Missouri, Richards-Gebaur AFB	Convert to 800-Mbr ARC
New Hampshire, Keene	Renovate 100-Mbr ARC
New Mexico, Las Cruces	Add/Alt to 150-Mbr ARC
New York, Fort Drum	Multi-Purpose Training Range
North Carolina, Concord	100-Mbr ARC
Ohio, Springfield	Add/Alt to 150-Mbr ARC
Pennsylvania, Farrell	Add/Alt to 400-Mbr ARC
Rhode Island, Cranston	Add/Alt to 300-Mbr ARC
South Carolina, Greenville	Add/Alt to 300-Mbr ARC
South Dakota, Aberdeen	Add/Alt to AFRC
Tennessee, Nashville	Add/Alt to 1000-Mbr AFRC
Texas, Dallas-Herzog	Add/Alt to 300-Mbr ARC
Waco	Add/Alt to 200-Mbr AFRC
Utah, Salt Lake City	Add/Alt to 300-Mbr ARC

New Facility Construction (FY 1985)

Location	Project
Virginia, Fort Pickett	Range Facilities
Wisconsin, Beaver Dam	60-Mbr ARC/Storage Bldg
American Samoa	150-Member ARC

New Facility Construction (FY 1986)

In FY 1986 construction of six new replacement centers, one specialized training facility for military intelligence specialists, and one equipment concentration site will begin. Additionally, work will begin on the modernization and expansion of 12 existing Army Reserve centers.

Location	Project
Alabama, Anniston	Add/Alt 300-Mbr ARC/OMS/AMSA/ECS
Colorado, Rocky Mt Arsenal	800-Mbr ARC w/OMS
Florida, Jacksonville	Add/Alt 200-Mbr ARC/OMS
Tallahassee	Add/Alt 400-Mbr ARC/OMS
Illinois, Fort Sheridan	Military Intel Cons. Facility
Iowa, Davenport	Add/Alt 500-Mbr ARC/OMS
Maryland, Fort Meade	Add/Alt 1200-Mbr ARC/OMS
Missouri, Ft Leonard Wood	200-Mbr ARC
Montana, Billings	Add//Alt 200-Mbr ARC/OMS/AMSA
New Mexico, Albuquerque	Add/Alt AFRC/OMS/AMSA
Pennsylvania, Reading	400-Mbr ARC w/OMS/AMSA
Texas, Brownsville	200-Mbr ARC Add/Alt OMS
Utah, Fort Douglas	Alt 1500 Mbr ARC/OMS
Virginia, Fort Belvoir	Add/Alt 1000-Mbr ARC w/OMS
Guam, Barrigada	Add/Alt 100-Mbr ARC

New Facility Conatruction (FY 1987)

The FY 1987 budget request for Military Construction, Army Reserve will support construction of eight new replacement centers, two equipment concentration sites, one specialized training facility for intelligence personnel, two local training areas, and the modernization and expansion of 12 other centers. The Army Reserve has a significant backlog of construction requirements that need to be addressed in the coming years. Many of our existing facilities are quite old, inefficient, and far too small to accommodate the current full time work force or to store equipment needed for training. Additional construction will also be needed to facilitate the storage and maintenance of new equipment being issued to the Army Reserve. A base support plan is being developed which will assess the availability of existing DOD storage facilities and identify the problems that must be remedied with new construction or the lease of privately owned facilities. As these requirements are identified, they

will be integrated into the Army Reserve Construction and Leasing Program. Additional funding may be sought to support this construction. Improved facilities will provide more usable space for training, storage, and administration of Army Reserve units. Increased operational efficiency, improved morale, enhanced retention of trained assets, and increased readiness are the expected result of this investment in the future.

Location	Project
Arkansas, Camp Robinson	Water System Improvement
Fort Chaffee	Army Reserve Center
North Little Rock	1500-Mbr AFRC w/OMS/AMSA
California, Oakland	Add/Alt 1200-Mbr ARC
Santa Ana	Add/Alt AFRC w/OMS
Van Nuys	Maintenance Shop/Kitchen Add.
West Los Angeles	Add/Alt 800-Mbr ARC
Florida, Perrine	800-Mbr ARC w/Medical Wing/OMS
Illinois, Joliet	Weekend Tng Site/Ranges
Iowa, Ottumwa	Land Acquisition
Indiana, South Bend	Add/Alt 400-Mbr ARC/OMS/AMSA
Kansas, Kansas City	Add/Alt 100-Mbr ARC
Manhattan	Add/Alt 100-Mbr ARC/OMS
Parsons	Add/Alt ARC w/OMS
Maine, Saco	Add/Alt 100-Mbr ARC/OMS
Massachusetts, Fort Devens	Equipment Concentration Site
Michigan, Kalamazoo	Land Acquisition
Saginaw	AFRC (Joint w/Naval Reserve)
Minnesota, St. Cloud	Land Acquisition
New York, Newburgh	700-Mbr ARC/OMS/AMSA
North Carolina, Durham	Land Acquisition
Fort Bragg	ECS/AMSA
Statesville	Land Acquisition
Pennsylvania, Clinton	Local Training Area
Lewisburg	60-Mbr ARC w/OMS
Schuylkill Haven	Add/Alt 200-Mbr ARC w/OMS
South Carolina, Florence	Land Acquisition
Orangeburg	Land Acquisition
Rock Hill	Land Acquisition
Texas, Camp Bullis	Military Intel Training Facility
Fort Sam Houston	Reserve Center Alteration
Sinton	Reserve Center Alteration
Utah, Provo	Storage Building
Virginia, Fort Lee	Add/Alt 400-Mbr ARC
Washington, Bothell	600-Mbr ARC
Wisconsin, Fond du Lac	150-Mbr ARC, Tank Tng Facility

New Facility Construction (FY 1987)

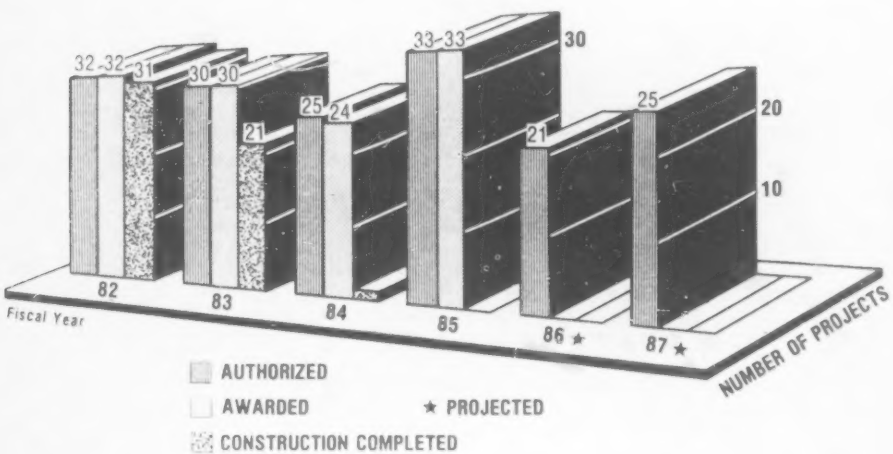
Location	Project
Guam, Apra Heights	ECS/AMSA w/OMS Alterations
Puerto Rico, Fort Allen	600-Mbr ARC/OMS/DS/GS/ECS

Legend:

Add/Alt - Additions/Alterations
AFRC - Armed Forces Reserve Center
AMSA - Area Maintenance Support Activity
ARC - Army Reserve Center
DS - Direct Support
ECS - Equipment Concentration Site
GS - General Support
Mbr - Member
OMS - Organizational Maintenance Shop

MILITARY CONSTRUCTION, US ARMY RESERVE

PROJECT EXECUTION



CONCLUSION

These are times of progress and challenge for the Army Reserve. We are mindful of our stewardship obligations over the resources provided to improve the force as an essential element of the Total Army. In our efforts for improvement, the Army's themes of spirit, fitness, excellence, family and leadership have had equal relevance to the Reserve Components. The 1986 theme of "Values" is especially relevant to our citizen-soldiers. They are, in Churchill's words "twice the citizens" who, in addition to civilian pursuits reaffirm, by Army Reserve membership and participation, their commitment to the values we are sworn to defend as well as the professional values that are important to our Total Army and Nation.

Steady improvements in the major functional area of personnel, training, equipment, and mobilization have made today's Army Reserve the finest in history. We are recruiting more high quality soldiers and retaining more trained and experienced soldiers than ever before. Much of this manpower success is the result of improvements in our use of the various incentive programs approved and supported by the Congress. Another significant factor in our improved personnel readiness posture has been improved training opportunities for Army Reserve soldiers.

Realistic, demanding training has been one of the most frequently cited factors in Army Reservists' decisions to stay with the program. The knowledge that they are making a real contribution to our national security today, even as they prepare to meet tomorrow's challenges, continues to be one of the greatest motivations to service in the Army Reserve. Meaningful training on modern, state-of-the-art, Total Army equipment and weapons systems is critical if the Army Reserve is to fulfill its mission of providing essential support to the Total Army upon mobilization.

New equipment continues to be issued to units of the Army Reserve in increasing quantities. This equipment allows the Army Reserve to train today on the equipment they will have to operate and to support on the battlefield tomorrow. New equipment carries with it training and personnel requirements which must be met if Army Reserve units and soldiers are to serve with full effectiveness upon mobilization.

What has been accomplished has been due in large measure to the long-standing interest and support of the Congress. With that continued support and cooperation, the men and women of the Army Reserve will remain ready to meet the requirements of today and the challenges of tomorrow.

Annex A

FY 1987 Budget Overview

The FY 1987 Army Reserve appropriations, Reserve Personnel, Army; Operation and Maintenance, Army Reserve; and Military Construction, Army Reserve, realize modest growth in their FY 1987 budget submissions to Congress. Breakout of their current funding levels (FY 1986), actual (FY 1985), and requested (FY 1987) is shown below.

($000)

	FY 1985	FY 1986	FY 1987
Reserve Personnel, Army (RPA)*	1,967	2,271	2,432
Operation and Maintenance, Army Reserve (OMAR)	731	780	793
Military Construction, Army Reserve (MCAR)	69	61	87
TOTAL	2,767	3,112	3,312

* Includes retired pay accrual of 502.6

The Reserve Personnel, Army request for FY 1987:

- Improves manning
  - -- Increases Paid Drill Strength by 14,000
  - -- Increases AGR support by 1,500
- Meets Defense Guidance of 90% trained-in-unit strength (reached in FY 1987)
- Supports planned force structure actions
  - -- 105 activations
  - -- 75 major reorganizations
  - -- 70 inactivations (to support planned activations/ reorganizations)
- Improves combat support/combat service support in the Army Reserve:
  - -- MI/CEWI
  - -- Aviation
  - -- Chemical
  - -- Signal
  - -- Maintenance
- Provides for ten ALO increases among the 75 reorganizations
- Improves unit readiness via higher trained-in-unit strength
- Supports training requirements validated by structure manning decision review

- However, the FY 1987 Reserve Personnel, Army budget request does not fully fund Special Training and IRR Mobilization Training requirements

The FY 1987 Operation and Maintenance, Army Reserve budget request:

- Reduces the backlog of real property maintenance and repair by $24.7 million due to transfer of the semi-active installations and increased funding for maintenance

- Funds recruiting efforts by AGRs by increasing recruiter support, advertising, and market analyses

- Increases force modernization and force structure funding to allow for activations, relocations, and reorganizations and to provide repair parts, training, and facility modifications to streamline the integration of new weapons systems into the Reserve Components.

- Provides the OMAR support tail for the AGR personnel increase as well as for the increase of civilian technicians

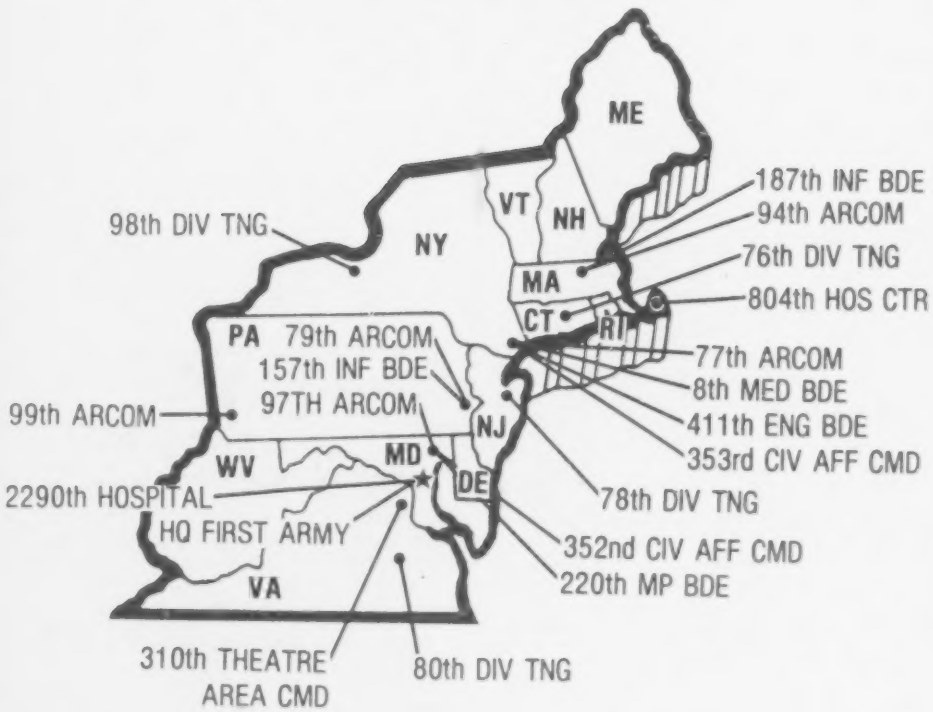
- Funds increased AGR training, education, and the development of an AGR Management Directorate at ARPERCEN to better manage the expanding AGR force

- Funds for an increase of 17,207 flying hours for troop unit and IRR aviators

GENERAL OFFICER COMMANDS OF THE US ARMY RESERVE

Note: Commands are in numerical order within states listed alphabetically.

MAJOR US ARMY COMMANDS
FIRST US ARMY



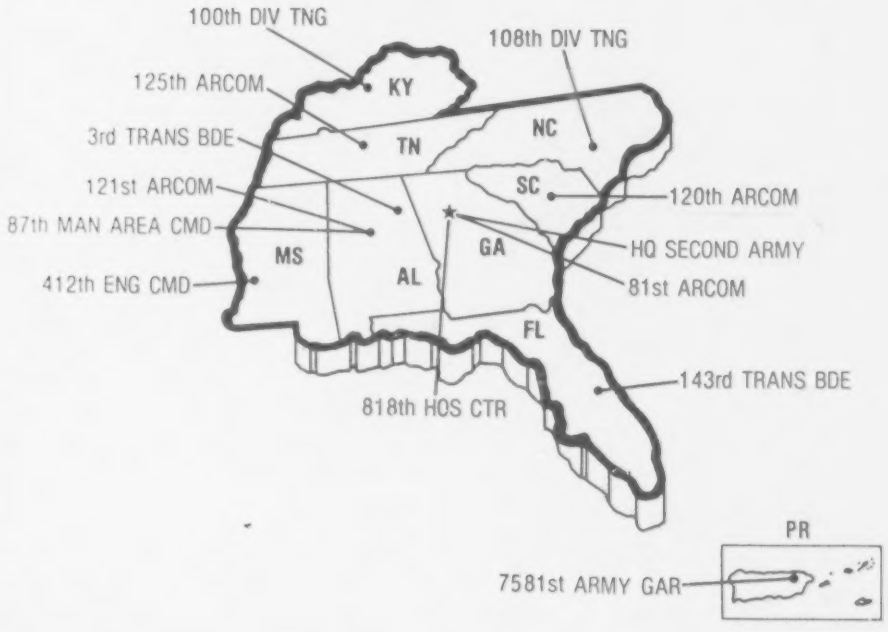
FIRST ARMY

Connecticut	76th Division [Training] 700 South Quaker Lane West Hartford, CT 06110-1292	Commander Major General John Ricottilli, Jr. Assistant Division Commander Brigadier General John J. Capalbo Assistant Division Commander Colonel John C. C. Roth Command Sergeant Major CSM Philip A. Twomey
Maryland	97th Army Reserve Command De Kalb USAR Center Fort Meade, MD 20755	Commander Brigadier General Joseph G. Gray Deputy Commander Command Sergeant Major CSM Edward L. Threat
Maryland	220th Military Police Brigade 510 Snouffers School Road Gaithersburg, MD 20879-1595	Commander Brigadier General Raymond E. Bell, Jr. Command Sergeant Major CSM John Stargel

Maryland	352nd Civil Affairs Command 6601 Baltimore Avenue Riverdale, MD 20737-1025	Commander Brigadier General Dennis A. Wilkie Command Sergeant Major CSM Curtis Womack
Maryland	2290th Army Hospital 1850 Baltimore Road Rockville, MD 20851-1298	Commander Brigadier General James W. Holsinger, Jr. Command Sergeant Major CSM George Burck
Massachusetts	94th Army Reserve Command Building 1607 Hanscom Air Force Base, MA 01731-5290	Commander Major General Herbert J. Riley Deputy Commander Brigadier General John J. Diggins Command Sergeant Major CSM William H. Monahan
Massachusetts	187th Infantry Brigade [Separate] Burke USAR Center Fort Devens, MA 01433-5741	Commander Brigadier General Thomas C. Stones Command Sergeant Major CSM Frank Mower
Massachusetts	804th Hospital Center Hanscom Field Bedford, MA 01731-5291	Commander Brigadier General Thomas C. Stones Command Sergeant Major CSM Raymond H. Lacombe
New Jersey	78th Division (Training) Kilmer USAR Center Edison, NJ 08817-2487	Commander Major General William P. Sylvester, Jr. Assistant Division Commander Brigadier General Frederick W. Roeder Assistant Division Commander Command Sergeant Major CSM Daniel P. Semenza
New York	8th Medical Brigade Building 408, Fort Hamilton Brooklyn, NY 11252-7200	Commander Brigadier General Thomas E. Potter Command Sergeant Major CSM Albert A. Weeks
New York	77th Army Reserve Command Ernie Pyle USAR Center Fort Totten, NY 11359	Commander Brigadier General George E. Barker Deputy Commander Brigadier General Francis T. Donohue Command Sergeant Major CSM Lewis Facchina
New York	98th Division [Training] 2035 North Goodman Rochester, NY 14609-1098	Commander Major General Norbert J. Rappl Assistant Division Commander Brigadier General Dean L. Linscott Assistant Division Commander Colonel Barclay O. Wellman Command Sergeant Major CSM Hank Curtis
New York	353rd Civil Affairs Command 2181 Loring Place North Bronx, NY 10453-1399	Commander Brigadier General Michael A. Boyd Command Sergeant Major CSM Albert J. Melzel
New York	411th Engineer Brigade Floyd Bennett Naval Air Station Brooklyn, NY 11234-7097	Commander Command Sergeant Major SGM Amos M. Gilliard, Jr.
Pennsylvania	79th Army Reserve Command Wurts USAR Center Willow Grove, PA 19090-5110	Commander Major General Richard E. Leithiser Deputy Commander Brigadier General Eugene J. Yonno Command Sergeant Major CSM Benjamin F. Gorman

Pennsylvania	99th Army Reserve Command Oakdale USAR Center Oakdale, PA 15071-5001	Commander Major General George V. Bauer Deputy Commander Brigadier General James B. Baylor Command Sergeant Major CSM Fred Fair
Pennsylvania	157th Infantry Brigade [Separate] 936 Easton Road Horsham, PA 19044-3399	Commander Brigadier General John L. KotchoHorsham, Command Sergeant Major SGM Richard Bender
Virginia	80th Division [Training] 6700 Strathmore Road Richmond, VA 23237-1198	Commander Major General John P. Henderson, Jr. Assistant Division Commander Brigadier General Richard E. Collier Assistant Division Commander Colonel Stephen H. Sewell, Jr. Command Sergeant Major CSM Robert Riley
Virginia	310th Theater Army Area Command Mosby USAR Center Fort Belvoir, VA 22060-5496	Commander Major General James R. Montgomery Deputy Commander Brigadier General Edwin Cox Command Sergeant Major CSM Gary Woodruff

MAJOR US ARMY COMMANDS
SECOND US ARMY



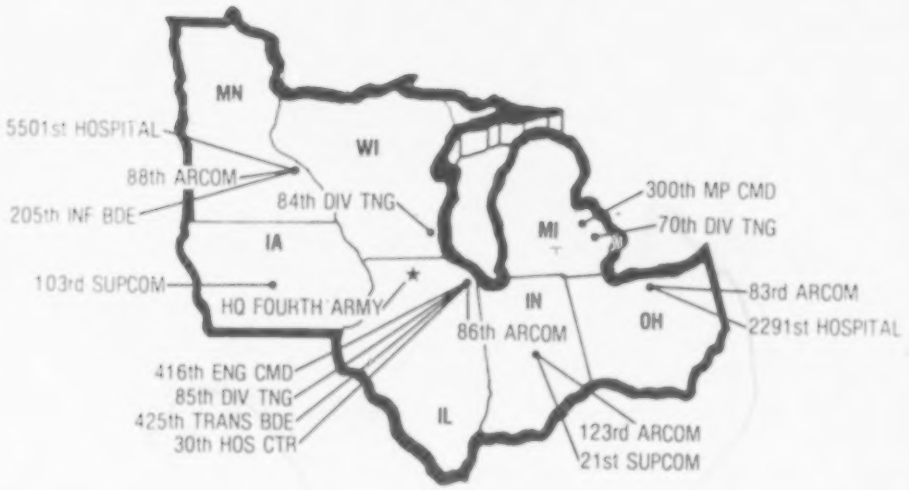
SECOND ARMY

Alabama	3rd Transportation Brigade 3415 McClellan Boulevard Montgomery, AL 32601-2198	Commander Brigadier General Richard F. Allen Command Sergeant Major CSM Billy E. Blount

Alabama	87th Maneuver Area Command 1400 Golden Acorn Drive Birmingham, AL 35244-1295	Commander Major General Alfred W. Porter, Jr. Commander, Support Exercises Brigadier General John R. McWaters Commander, Combat Exercises Brigadier General James R. Land Command Sergeant Major CSM Michael Garrett
Alabama	121st Army Reserve Command 3620 Eighth Avenue South Birmingham, AL 35222-3272	Commander Major General Robert O. Bugg Deputy Commander Brigadier General Charlton B. McArthur Command Sergeant Major CSM Jesus Sanchez
Florida	143rd Transportation Brigade 2800 Dowden Road Orlando, FL 32812-5299	Commander Brigadier General James T. Craig Command Sergeant Major CSM Steven Sopko
Georgia	81st Army Reserve Command 2323 Dauphine Street East Point, GA 30344-2503	Commander Major General Robert Q. Jones Deputy Commander Brigadier General Wilson T. Dreger III Command Sergeant Major CSM Clement L. McConnel, Jr.
Georgia	818th Hospital Center Building 909, Fort Gillem Forest Park, GA 30050-5000	Commander Brigadier General Stephen C. Boone Command Sergeant Major CSM Robert A. Babb
Kentucky	100th Division [Training] 359C Century Division Way Louisville, KY 40205-5000	Commander Major General Roy C. Gray, Jr. Assistant Division Commander Brigadier General Merwyn L. Jackson Assistant Division Commander Colonel Denny O. Harris Command Sergeant Major CSM Russell T. Southworth
Mississippi	412th Engineer Brigade Post Office Box 55 Vicksburg, MS 39180-0055	Commander Major General Robert E. Louque, Jr. Deputy Commander Brigadier General Michael A. Schulz, Jr. Command Sergeant Major CSM Charles A. Rule
North Carolina	108th Division [Training] 1412 Westover Street Charlotte, NC 28205-5124	Commander Major General Charles J. Whisnant Assistant Division Commander Brigadier General William A. Gantt, Jr. Assistant Division Commander Colonel Ronald E. Sneed Command Sergeant Major CSM Henry Chapin
Puerto Rico	758lst Army Garrison Fort Buchanan San Juan, PR 00934-7000	Commander Brigadier General Felix A. Santoni Command Sergeant Major CSM Filberto Lopez
South Carolina	120th Army Reserve Command Fort Jackson, SC 29207-6070	Commander Major General Berlyn K. Sutton Deputy Commander Brigadier General Jackson L. Flake, Jr. Command Sergeant Major CSM Thomas D. Workman

Tennessee	125th Army Reserve Command 5900 Charlotte Avenue Nashville, TN 37209-3104	Commander Major General Dennis R. Jones Deputy Commander Brigadier General Leonard A. Walker, Jr. Command Sergeant Major CSM Samuel K. Moore

MAJOR US ARMY COMMANDS
FOURTH US ARMY

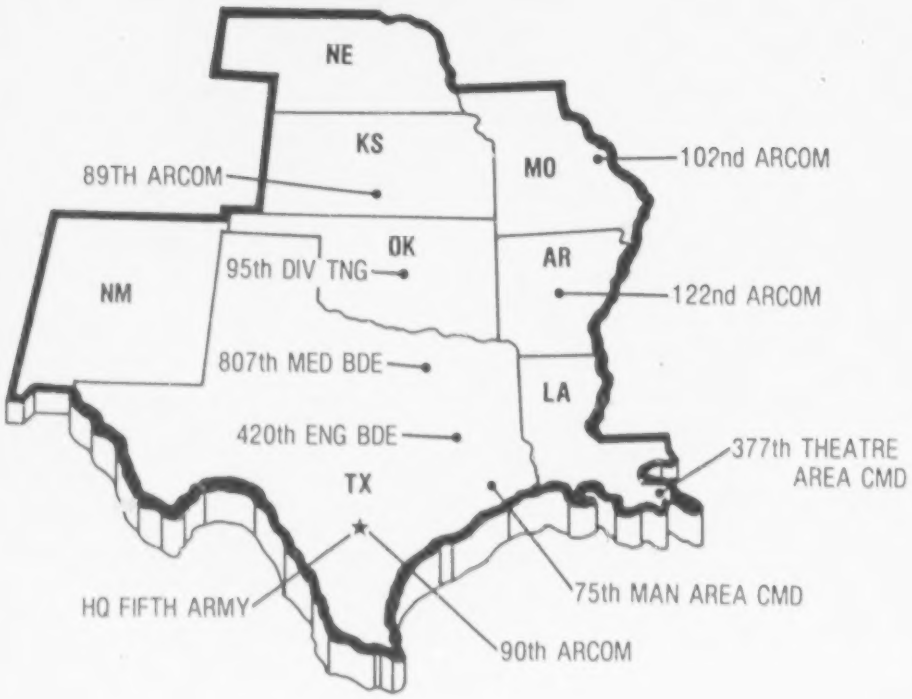


FOURTH ARMY

Illinois	30th Hospital Center Building 82 Fort Sheridan, IL 60037-7312	Commander Brigadier General Paul W. Gerster Command Sergeant Major CSM Harry I. Stroik
Illinois	85th Division [Training] 1515 West Central Road Arlington Heights, IL 60005-2475	Commander Major General Angelo D. Juarez Assistant Division Commander Brigadier General Robert J. Bopp Assistant Division Commander Colonel James H. Mukoyama, Jr. Command Sergeant Major CSM Franklin T. Bradley
Illinois	86th Army Reserve Command 7402 West Roosevelt Road Forest Park, IL 60130-2587	Commander Brigadier General Richard E. Shearney Deputy Commander Command Sergeant Major CSM Richard A. Kritsch
Illinois	416th Engineer Brigade 4454 West Cermak Road Chicago, IL 60623-2991	Commander Major General Max Baratz Deputy Commander Brigadier General Mark W. Tanney Command Sergeant Major CSM David W. Moore

Illinois	425th Transportation Brigade Building 900 Fort Sheridan, IL 60037-7323	Commander Brigadier General George M. Woywod Command Sergeant Major CSM Samuel M. Quiaoit
Indiana	21st Support Command [CONUS Augmentation] 2625 Kessler Boulevard Indianapolis, IN 46222-2216	Commander Brigadier General Richard D. Chegar Command Sergeant Major Acting-1SG Joseph Crouch
Indiana	123rd Army Reserve Command Building 126 Fort Benjamin Harrison, IN 46216-6400	Commander Brigadier General Murray E. Cantrall Deputy Commander Brigadier General William W. Wells Command Sergeant Major CSM Gary W. Allen
Iowa	103rd Corps Support Command 225 East Army Post Road Des Moines, IA 50315-5899	Commander Major General Ralph W. Conn, Jr. Deputy Commander Brigadier General Norris P. Abts Command Sergeant Major CSM Terry A. Vrietze
Michigan	70th Division [Training] 34451 Schoolcraft Road Livonia, MI 48150-1399	Commander Brigadier General Marvin G. Back Assistant Division Commander Assistant Division Commander Colonel Stanley A. Hueland Command Sergeant Major CSM Samuel Donahoo
Michigan	300th Military Police Command [FCW] 3200 South Beech-Daly Road Inkster, MI 48141-2648	Commander Brigadier General William H. Reiff Command Sergeant Major CSM Paul Desander
Minnesota	88th Army Reserve Command Building 506 Fort Snelling, MN 55111-4066	Commander Brigadier General Roger W. Sandler Deputy Commander Brigadier General Paul G. Rehkamp Command Sergeant Major CSM Robert Williams
Minnesota	205th Infantry Brigade [Separate] [Light] Building 506 Fort Snelling, MN 55111-4089	Commander Brigadier General David M. Adamson Command Sergeant Major CSM Harley D. Kaiser
Minnesota	5501st Army Hospital Building 505 Fort Snelling, MN 55111-4081	Commander Colonel Raymond C. Bonnabeau, Jr. Command Sergeant Major CSM Donald E. Kroneberg
Ohio	83rd Army Reserve Command Post Office Box 16515 Columbus, OH 43216-5004	Commander Major General Norman W. Martell Deputy Commander Brigadier General Bernard F. Loesekamp Command Sergeant Major CSM John Zinkhon
Ohio	2291st Army Hospital 721 Country Club Road Columbus, OH 43213-2485	Commander Colonel Howard A. Pope Command Sergeant Major SGM Ed Whitehead
Wisconsin	84th Division [Training] 4828 West Silver Spring Drive Milwaukee, WI 53218-3498	Commander Brigadier General Vance Coleman Assistant Division Commander Brigadier General Michael M. Berzowski Assistant Division Commander Colonel Donald J. Kleist Command Sergeant Major CSM Donald E. Rosenbauer

MAJOR US ARMY COMMANDS
FIFTH US ARMY

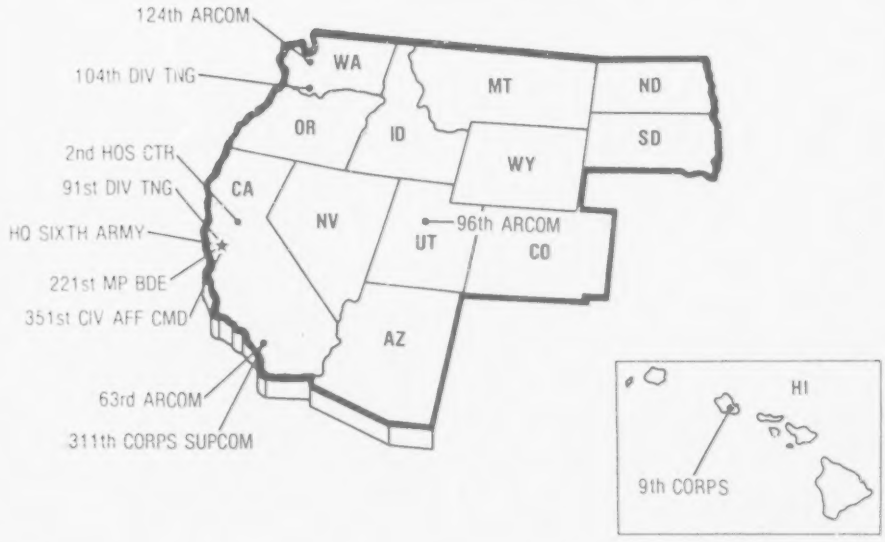


FIFTH ARMY

Arkansas	122nd Army Reserve Command 8001 Camp Robinson Road North Little Rock, AR 72118-2206	Commander Major General John E. Gecks Deputy Commander Brigadier General Robert C. Hope Command Sergeant Major CSM Lindsey G. Rye
Kansas	89th Army Reserve Command 3130 George Washington Boulevard Wichita, KS 67210-1598	Commander Major General Jack Strukel, Jr. Deputy Commander Brigadier General James E. Haught Command Sergeant Major CSM James Nichols
Louisiana	377th Theater Army Area Command 5010 Leroy Johnson Drive New Orleans, LA 70146-3601	Commander Major General Anthony H. Conrad, Jr. Deputy Commander Brigadier General Walter R. Schellhase Command Sergeant Major CSM Carl C. Henderson
Missouri	102nd Army Reserve Command 4301 Goodfellow Boulevard St. Louis, MO 63120-1794	Commander Major General Albert E. Gorsky Deputy Commander Brigadier General Robert F. Pennycuick Command Sergeant Major CSM Robert F. Stritzel

Oklahoma	95th Division [Training] Post Office Box 10095 Midwest City, OK 73140-1095	Commander Major General Harold J. Wages Assistant Division Commander Brigadier General Harvey G. Gulley Assistant Division Commander Colonel James L. Smith Command Sergeant Major CSM Darrell Jaro
Texas	75th Maneuver Area Command 1850 Old Spanish Trail Houston, TX 77054	Commander Major General Guilford J. Wilson, Jr. Commander, Support Exercises Brigadier General Dionel E. Aviles Commander, Combat Exercises Brigadier General Keith L. Hargrove Command Sergeant Major CSM O. B. Johnson
Texas	90th Army Reserve Command 1920 Harry Wurzbach Highway San Antonio, TX 78209-6097	Commander Major General Elvin J. Schofield Command Sergeant Major CSM James Rawlings
Texas	420th Engineer Brigade 511 Carson Street Bryan, TX 77801-1398	Commander Brigadier General Alvin W. Jones Command Sergeant Major CSM Jess Phillips
Texas	807th Medical Brigade 701 East Simonds Road Seagoville, TX 75159-3201	Commander Brigadier General Robert L. Wick, Jr. Command Sergeant Major CSM Jimmy L. Carden

MAJOR US ARMY COMMANDS
SIXTH US ARMY

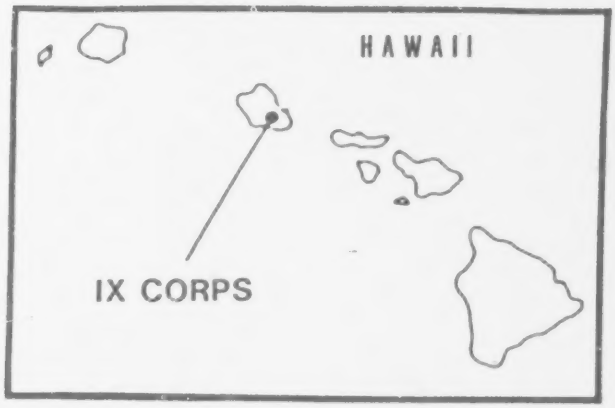


SIXTH ARMY

California	2nd Hospital Center Building 515 Hamilton Field, CA 94947-5094	Commander Brigadier General James R. Sims, Jr. Command Sergeant Major CSM Elvin Webber

California	63rd Army Reserve Command Armed Forces Reserve Center Los Alamitos, CA 90720-5001	Commander Major General Daniel C. Helix Deputy Commander Brigadier General Ronald V. McDougall Command Sergeant Major CSM Daniel Black
California	91st Division (Training) Building 602, Fort Baker Sausalito, CA 94965-5099	Commander Brigadier General George J. Vukasin Assistant Division Commander Assistant Division Commander Colonel Angel E. Arzaga Command Sergeant Major CSM Wilbur L. Jiggetts, Jr.
California	221st Military Police Brigade 155 West Hedding Street San Jose, CA 95110-1786	Commander Brigadier General Douglas J. O'Connor Command Sergeant Major SGM Roger L. Jost
California	311th Corps Support Command 1250 Federal Avenue Los Angeles, CA 90025-3999	Commander Major General James E. Beal Deputy Commander Brigadier General Jerry J. Josten Command Sergeant Major CSM Jerome L. Haag
California	351st Civil Affairs Command 1776 Old Middlefield Way Mountain View, CA 94043-1809	Commander Brigadier General Paul E. Vallely Command Sergeant Major CSM John Warmouth
Utah	96th Army Reserve Command Building 103 Fort Douglas, UT 84113-5007	Commander Major General Richard O. Christiansen Deputy Commander Brigadier General Donald M. Bagley Command Sergeant Major CSM Robert E. Peterson
Washington	104th Division (Training) Building 987 Vancouver Barracks Vancouver, WA 98661-3896	Commander Major General Rudolph E. Hammond Assistant Division Commander Brigadier General Daniel F. Hitchcock Assistant Division Commander Colonel Thomas E. Mattson Command Sergeant Major CSM Gary Newman
Washington	124th Army Reserve Command Building 220 Fort Lawton, WA 98199-5000	Commander Major General Garnet R. Reynolds Deputy Commander Brigadier General Clyde R. Cherberg Command Sergeant Major CSM William W. Carr
Hawaii	IX Corps (Augmentation) Fort DeRussy Honolulu, HI 96815-1997	Commander Brigadier General Edward Y. Hirata Command Sergeant Major SGM Stanley Okamura

MAJOR US ARMY RESERVE COMMANDS
WESTERN COMMAND (WESTCOM)



GENERAL OFFICER INDIVIDUAL MOBILIZATION AUGMENTEES

Assistant Chief of Engineers for Mobilization, Reserve Affairs, and Logistics Office, Chief of Engineers 20 Massachusetts Avenue Northwest Washington, DC 20314	Major General Jimmy F. Bates
Deputy Commanding General (Reserve Components) Fifth Army Fort Sam Houston, TX 78234-7000	Major General Bill C. Branson
Deputy Assistant Chief Office, Assistant Chief of Staff for Intelligence Washington, DC 20310	Colonel James A. Brooke
Assistant Deputy Chief of Staff for Development, Engineering, and Acquisition Army Materiel Command 5000 Eisenhower Avenue Alexandria, VA 22333-0001	Brigadier General Joseph H. Brooks
Deputy Commanding General (Reserve Components) Fourth Army Fort Sheridan, IL 60037-7000	Major General Wilber J. Bunting
Assistant Chief Office, Chief of Chaplains Washington, DC 20310-2400	Chaplain [Brigadier General] Israel Drazin
Assistant to Executive Director for Supply Operations Defense Logistics Agency Cameron Station Alexandria, VA 22314	Brigadier General Andrew N. Farley
Chief Judge Army Legal Services Agency Nassif Building Falls Church, VA 22041	Brigadier General Daniel W. Fouts
Deputy Commanding General Training and Doctrine Command Fort Monroe, VA 23651	Major General Louis H. Ginn III
Deputy Surgeon General for Mobilization and Reserve Affairs Office, The Surgeon General Falls Church, VA 22041-3258	Major General James E. Harrell
Deputy Chief Office, Chief Public Affairs Washington, DC 2010	Brigadier General Lewis M. Helm
Deputy Commanding General for Mobilization Military Personnel Center 200 Stovall Street Alexandria, VA 22332	Brigadier General Jefferson S. Henderson II
Deputy Commander for Mobilization (Western Area) Military Traffic Management Command 5611 Columbia Pike Falls Church, VA 22041-5050	Colonel Mark A. Johnson
Deputy Chief of Legislative Liaison Office, Secretary of the Army Washington, DC 20310	Brigadier General John W. Knapp

Deputy Director for Operations, Readiness, and Mobilization Office, Deputy Chief of Staff for Operations and Plans Washington, DC 20310	Brigadier General Richard H. MacMillan, Jr.
Assistant Deputy Chief of Staff for Logistics for Mobilization and Training Office, Deputy Chief of Staff for Logistics Washington, DC 20310	Major General Warren A. E. Magruder
Deputy Commanding General (Reserve Components) First Army Fort George G. Meade, MD 20755-7000	Major General James C. McElroy
Deputy Assistant Chief Office, Assistant Chief of Staff for Information Management Washington, DC 20310-0700	Major General Henry W. Meetze
Assistant Deputy Chief of Staff for Mobilization and Reserve Affairs Office, Deputy Chief of Staff for Personnel Washington, DC 20310	Major General Mack J. Morgan , Jr.
Deputy Assistant Surgeon General for Dental Services Office, The Surgeon General Falls Church, VA 22041-3258	Brigadier General Robert M. Overbey
Assistant Deputy Chief of Staff for Mobilization and Reserve Affairs Office, Deputy Chief of Staff for Research, Development, and Acquisition Washington, DC 20310	Major General Theodore W. Paulson
Assistant Deputy Chief of Staff for Operations and Plans for Mobilization Office, Deputy Chief of Staff for Operations and Plans Washington, DC 20310	Major General Donald A. Pearson
Deputy Director for Transportation, Engineering, and Troop Support Office, Deputy Chief of Staff for Logistics Washington, DC 20310	Brigadier General Anthony S. Sarbanes
Assistant Deputy Chief of Staff for Readiness Army Materiel Command 5000 Eisenhower Avenue Alexandria, VA 22333-0001	Major General Robert P. Sy
Deputy Commanding General for Mobilization and Reserve Affairs Western Command Fort Shafter, HI 96868	Major General Walter K. Tagawa
Assistant Deputy Chief of Staff for Training Training and Doctrine Command Fort Monroe, VA 23651	Brigadier General Lee D. Thames
Assistant Judge Advocate General for Operations Office, The Judge Advocate General Washington, DC 20310	Brigadier General Robert H. Tips
Deputy Chief Office, Chief Army Reserve Washington, DC 20310-2400	Brigadier General Elmus S. Ussery

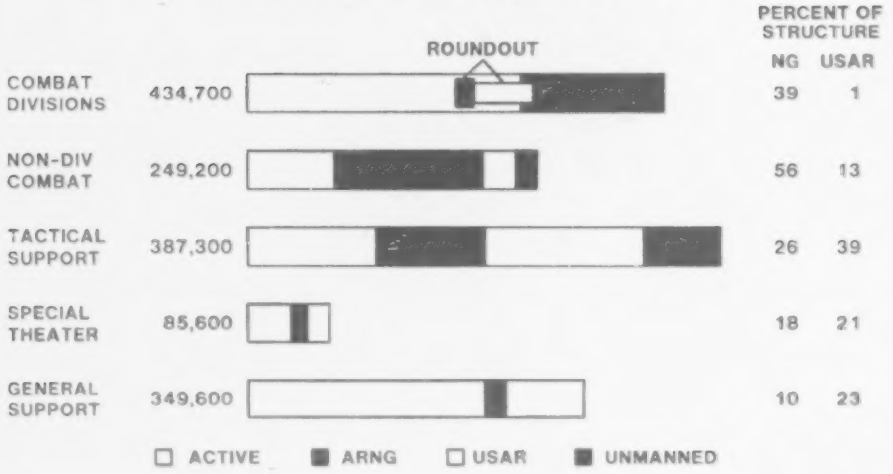
Deputy Commander for Mobilization Military Traffic Management Command 5611 Columbia Pike Falls Church, VA 22041-5050	Major General James E. Wagner
Deputy Commander for Mobilization (Eastern Area) Military Traffic Management Command 5611 Columbia Pike Falls Church, VA 22041-5050	Colonel David J. Walker
Assistant Deputy Commanding General for Reserve Affairs Forces Command Fort McPherson, GA 30330-6000	Major General William F. Ward
Assistant Deputy Chief of Staff for Supply, Maintenance, and Transportation Army Materiel Command Alexandria, VA 22333-0001	
Assistant Deputy Chief of Staff for Security Assistance Army Materiel Command Alexandria, VA 22333-0001	
Deputy Commanding General for Mobilization Operations Depot Systems Command Chambersburg, PA 17201-4170	
Deputy Director for Personnel Plans and Systems Office, Deputy Chief of Staff for Personnel Washington, DC 20310	
Mobilization Assistant to the Assistant Secretary of Defense (Reserve Affairs) Office, Secretary of Defense	

THE CONTRIBUTION OF THE RESERVE COMPONENTS TO THE TOTAL ARMY

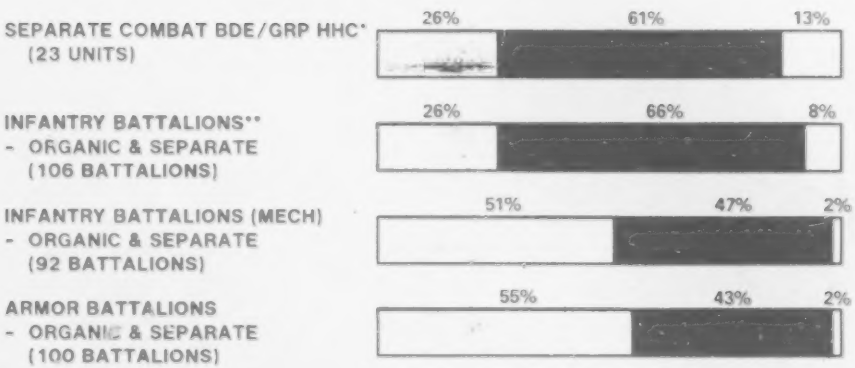
TOTAL ARMY WARTIME STRUCTURE
TOTAL ARMY INCREMENTS

28 COMBAT DIVISIONS	INFANTRY, MECHANIZED, ARMOR, AIRBORNE, AIR ASSAULT
NON-DIVISIONAL COMBAT UNITS	ARMORED CAV, SEPARATE INFANTRY, ARMOR, ARTILLERY, ENGINEERS, PATHFINDERS, SPECIAL FORCES
TACTICAL SUPPORT INCREMENT	AVIATION, AMMUNITION, CHEMICAL, CIVIL AFFAIRS, COMBAT ELECTRONICS, INTELLIGENCE, COMPOSITE SERVICE, ENGINEERS, FINANCE, JUDGE ADVOCATE, LOGISTICS, MEDICAL, MILITARY POLICE, PETROLEUM, PSYCHOLOGICAL OPERATIONS, SIGNAL AND TRANSPORTATION
SPECIAL THEATER FORCES	THEATER DEFENSE BRIGADES, ENGINEER AND SUPPORT TO OTHER SERVICES
GENERAL SUPPORT	TRAINING DIVISIONS AND BRIGADES, HOSPITALS, DENTAL, INTELLIGENCE, MILITARY POLICE, SCHOOLS, RECEPTION STATIONS, GARRISONS, MANEUVER AREA AND TRAINING COMMANDS, TRANSPORTATION, SELECTIVE SERVICE AND ARMY RESERVE COMMANDS

ARMY WARTIME STRUCTURE
COMPONENT CONTRIBUTIONS

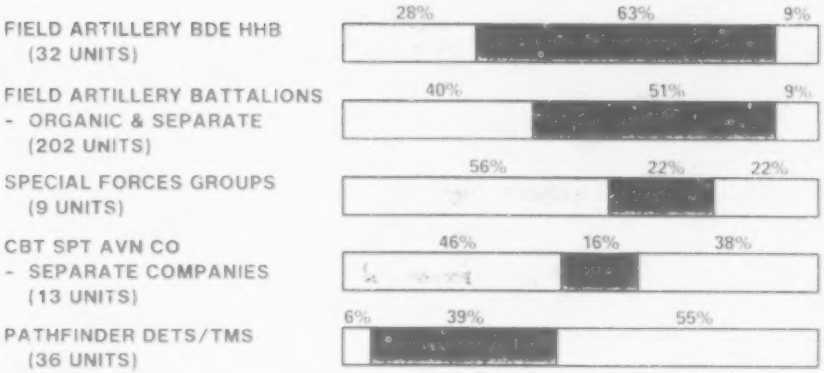


ARMY COMBAT CAPABILITY
MANEUVER ELEMENTS



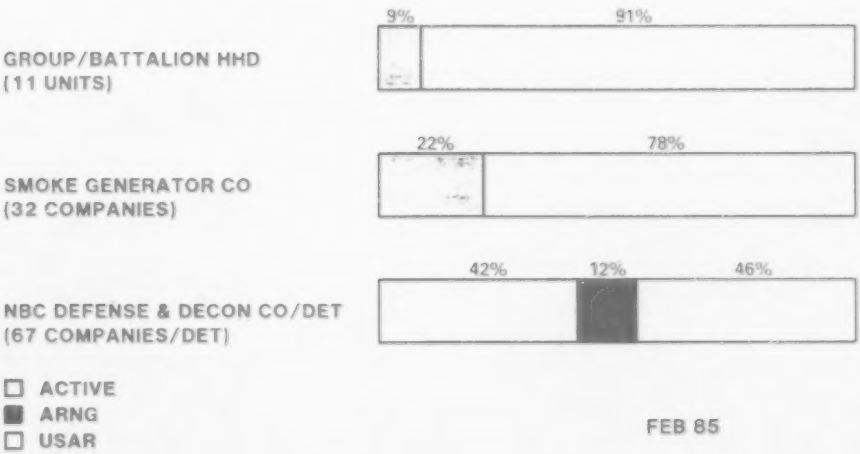
*DOES NOT INCLUDE ROUNDOUT BRIGADES OR ACR
**DOES NOT INCLUDE AIRBORNE, AIR ASSAULT, HTLD

ARMY COMBAT CAPABILITY
OTHER



FEB 85

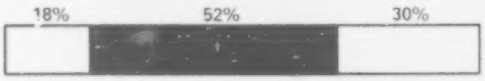
ARMY CHEMICAL CAPABILITY



FEB 85

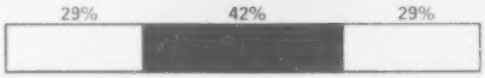
ARMY ENGINEER CAPABILITY

ENGR BDE/GRP HHC (42 UNITS)

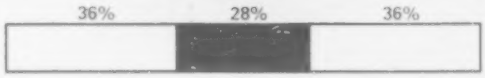


COMBAT ENGR BATTALIONS
- ORGANIC & SEPARATE
(135 BATTALIONS)

ENGR BRIDGE COMPANIES
- NON DIVISIONAL (35 COMPANIES)
- MDM GIRDER
- PANEL
- RIBBON
- MBL ASLT



WATER SUPPLY (39 UNITS)*
- SUPPLY CO/TRANS DET
- PURIFICATION DET
- WELL DRILLING DET
- DISTILLATION



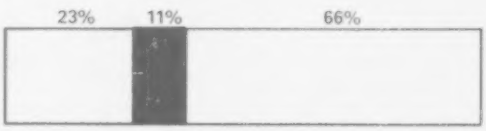
(AS OF 4 JAN 84)

☐ ACTIVE ■ ARNG ☐ USAR

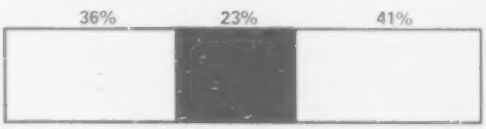
*INCLUDES ENG UNITS TRANSITIONS TO QM

ARMY MEDICAL CAPABILITY

ARMY HOSPITALS (MTOE) (146 UNITS)
- COMBAT SUPPORT
- EVAC
- FIELD
- HOSPITAL CENTERS
- CONVALESCENT CENTER
- MASH



MEDICAL UNITS (OTHER) (510 UNITS)
- HHD BDE, GRP, BN
- AMBULANCE COMPANIES
- CLEARING COMPANIES
- SURGICAL DETACHMENTS
- DISPENSARY
- DENTAL DETACHMENTS



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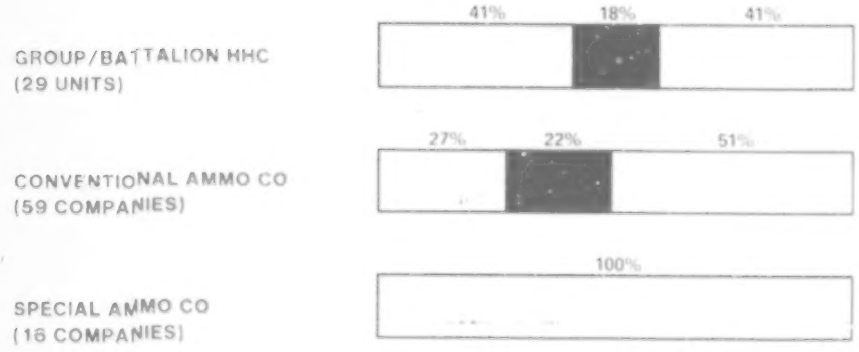
ARMY AMMUNITION CAPABILITY



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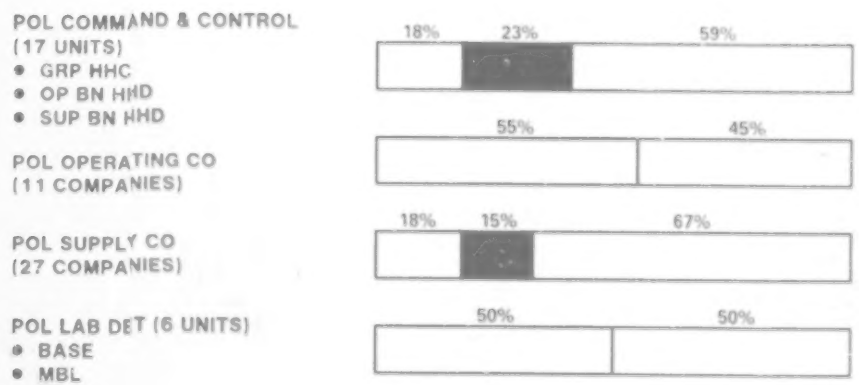

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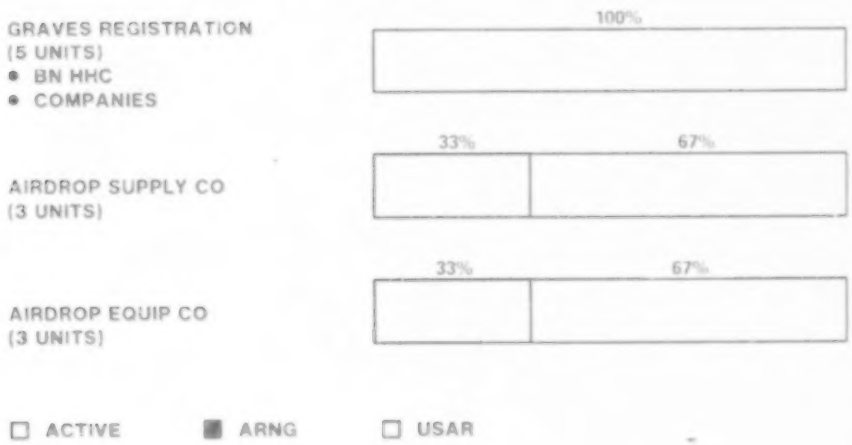
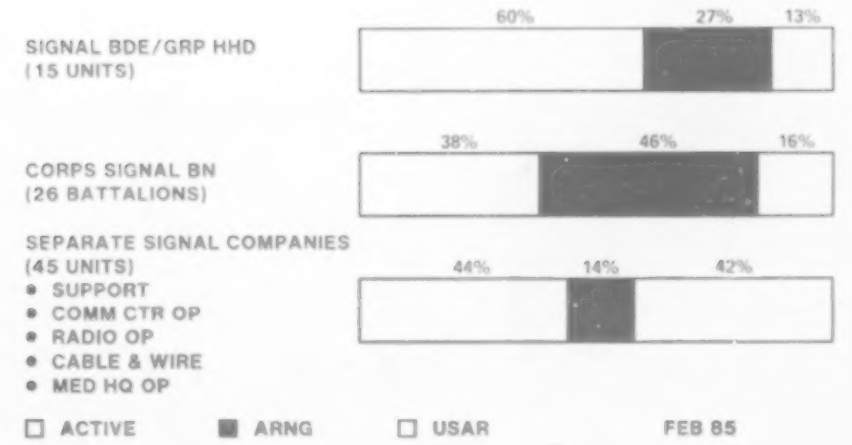
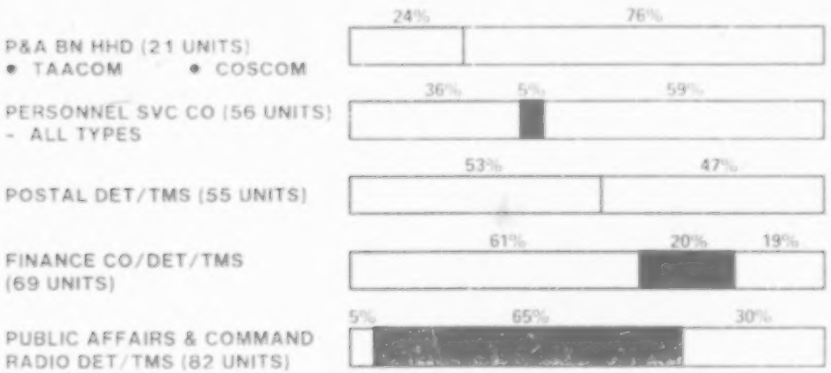


ARMY SIGNAL CAPABILITY



ARMY ADJUTANT GENERAL/FINANCE SUPPORT/ PUBLIC INFORMATION CAPABILITY



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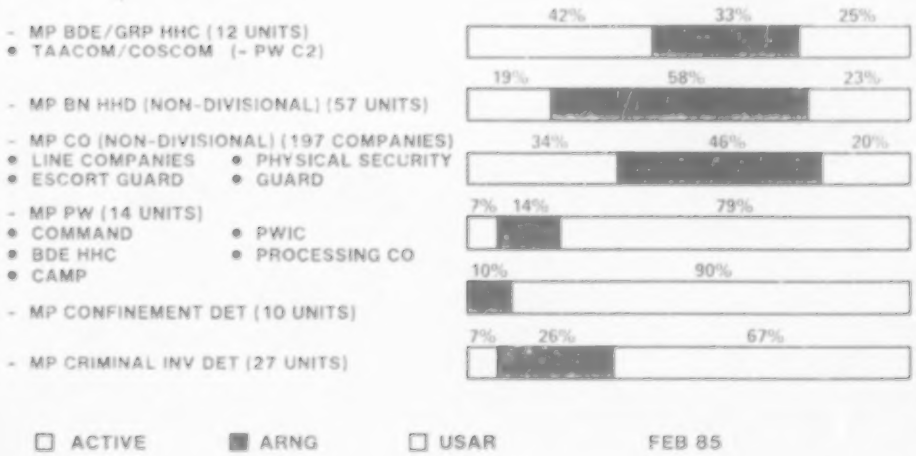

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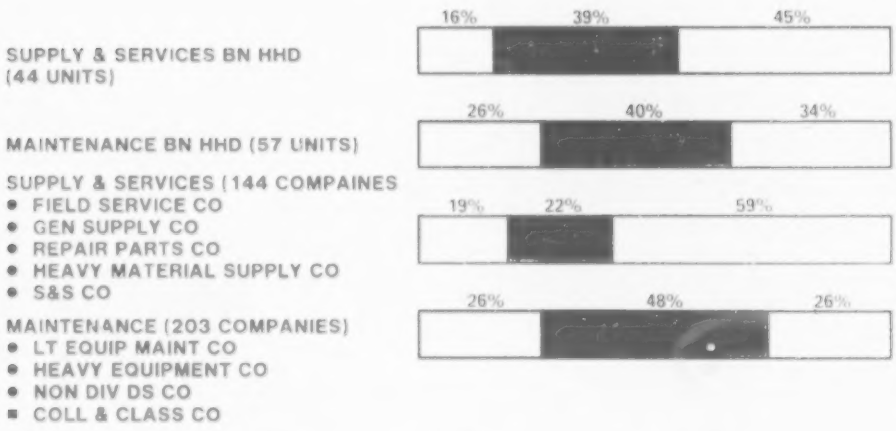

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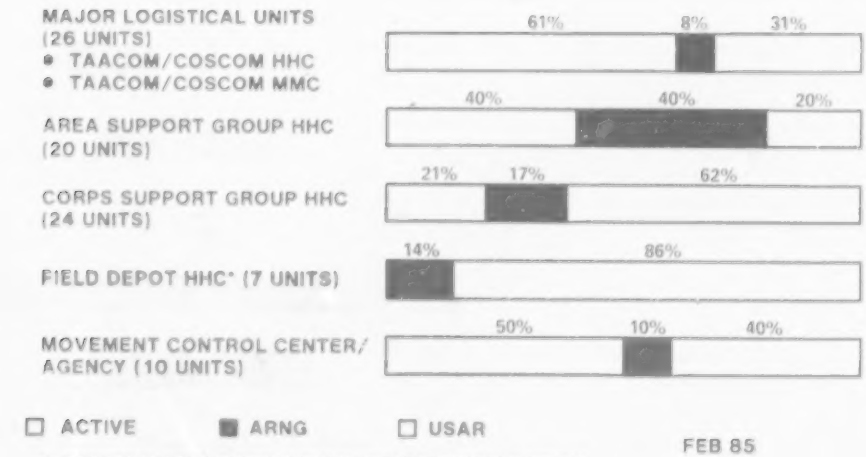

* PENDING REORGANIZATION/CONVERSION ACTION.

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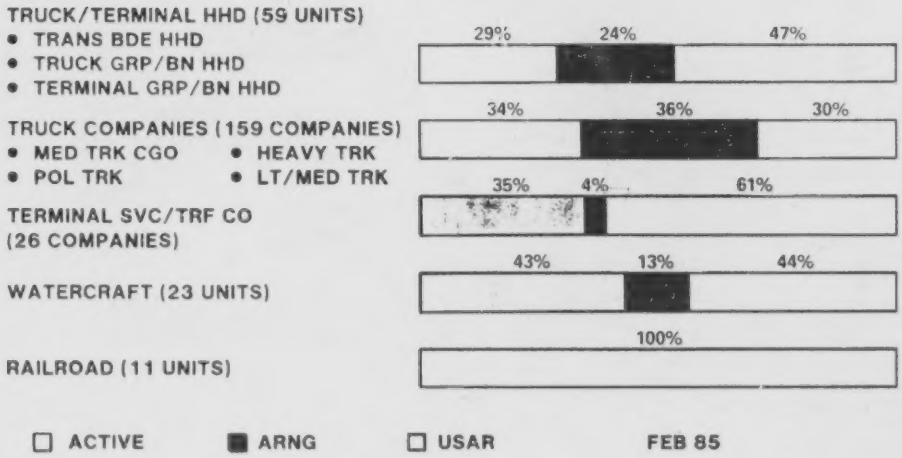
ARMY TRANSPORTATION CAPABILITY



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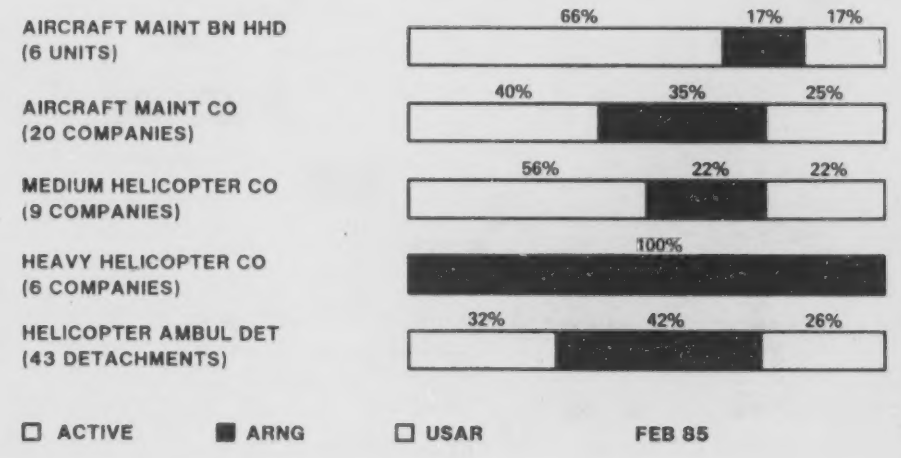
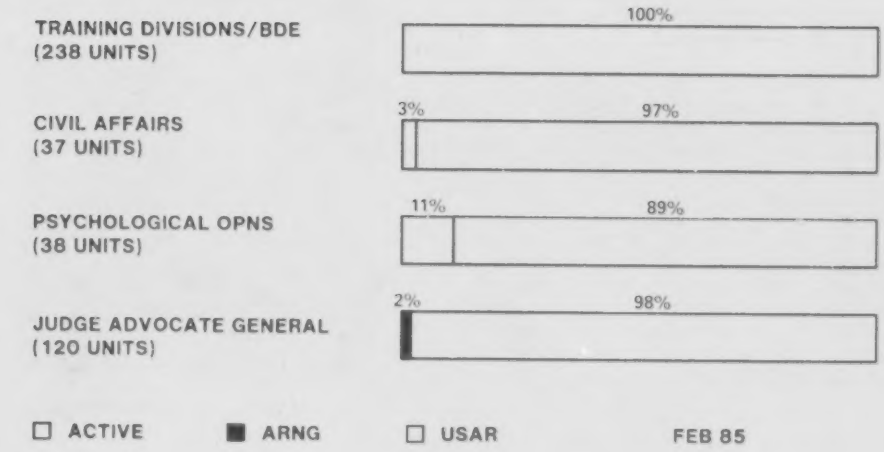


UNIQUE ARMY CAPABILITIES



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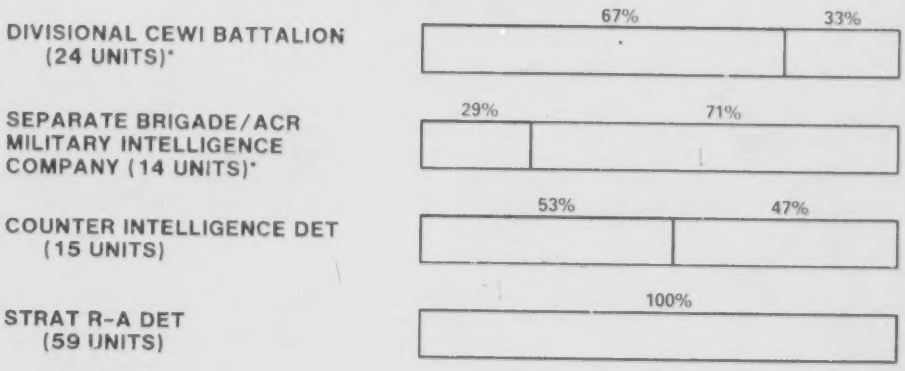


Major General William R. Berkman
CHIEF, ARMY RESERVE

Major General William R. Berkman is currently serving on active duty as the Chief, Army Reserve.

General Berkman was commissioned a second lieutenant in the United States Army Reserve (USAR) from ROTC at the University of California, Berkeley, in June 1950. He served on active duty from 1952 to 1954. After completion of Quartermaster School Basic Course at Fort Lee, Virginia in August 1952, General Berkman was assigned as Quartermaster Supply Officer, 369th Engineer Amphibious Support Regiment, Fort Worden, Washington. From July 1953 to January 1954 he served in Korea as an advisor to the Republic of Korea Army with the Korean Military Advisory Group.

Since completing his extended active duty in February 1954, General Berkman's Army Reserve assignments have included service in various positions in the 445th Civil Affairs Company from 1955 to 1965 and in the 351st Civil Affairs Command from 1965 to 1974. He was Deputy Commander of the 351st Civil Affairs Command, Mountain View, California from August 1974 to May 1975 and served as its commander from June 1975 until his present assignment. The 351st Civil Affairs Command is a major Army Reserve command which includes all Army Reserve civil affairs, psychological operations, special forces, and civil preparedness support units in the Sixth U. S. Army area.

As a civilian, General Berkman majored in economics at the University of California, Berkeley, and received an AB degree in 1950. He also attended the University of California School of Law (Boalt Hall) and received his JD law degree from that institution in 1957. Following law school he served as law clerk to Judge James Alger Fee of the U. S. Court of Appeals for the Ninth Circuit for one year before becoming associated in 1958 with the San Francisco law firm of Morrison & Foerster. He became a member of that firm in 1967. He is a graduate of the Army War College (nonresident course) and the Army Command and General Staff College.

The general and his wife, Betty Ann, formerly resided in Sausalito, California. He is a member of the State Bar of California, the Federal Bar Association, the American Bar Association and has been admitted to the District of Columbia Court of Appeals. He is a member of the Reserve Officers Association of the United States, the Senior Army Reserve Commanders Association and the Association of the United States Army. His decorations include the Defense Superior Service Medal, the Meritorious Service Medal and the Army Commendation Medal.

Brigadier General Harry J. Mott, III
DEPUTY CHIEF, ARMY RESERVE

General Mott is currently serving on active duty as the Deputy Chief, Army Reserve.

General Mott began his military career in the Naval Reserve in 1947. In 1951 he enlisted in the Regular Army and after basic training entered the Infantry Officer Candidate School, graduating in 1952. After completing parachutist and jumpmaster training, General Mott was assigned to the 9th Infantry Division prior to his overseas assignment with the 27th "Wolfhound" Regiment of the 25th Division during the Korean conflict.

After separation from active duty he served as a mobilization designee in the 1329th Training Division until he joined the 77th Infantry Division. After the 77th was taken out of the force structure in 1965, he was transferred to the 356th Civil Affairs Brigade and went on to command the unit. He later became the Deputy Commander of the 353d Civil Affairs command, the parent organization. In 1979 he took command of the 800th Military Police Group until his assignment as Commander, 353d Civil Affairs Command in December 1981, the position he held prior to assuming his duties as Deputy Chief, Army Reserve.

General Mott is on military leave from the Dun & Bradstreet Corporation in which he served in a variety of line and staff operations for over 27 years. He held the position of vice president and corporation secretary of a publishing subsidiary. Susbsequently he was a member of New York City Mayor's Office of Operations serving as an executive management advisor and later with the New York City Economic Development Council as an executive management advisor to the Chief of the Transit Police.

The general and his wife, Mary, formerly resided in Hempstead, New York. He is a member of the Reserve Officers Association of the United States, the 77th Infantry Division Association, and a member of the Infantry OCS Hall of Fame. His decorations include the Combat Infantryman Badge, Parachutist's Badge, Bronze Star, Meritorious Service Medal (with oak leaf cluster) and Army Commendation Medal.

NORTH DAKOTA AIR NATIONAL GUARD

STATEMENT OF MAJ. GEN. ALEXANDER P. MACDONALD, ADJUTANT GENERAL, NORTH DAKOTA AIR NATIONAL GUARD

ACCOMPANIED BY:

CHF. M. SGT. CHRISTIE BARKE, FIELD MAINTENANCE CHIEF, NORTH DAKOTA AIR NATIONAL GUARD

CHF. M. SGT. BALDY GRONDLAND, CHIEF, RESOURCES MANAGEMENT, NORTH DAKOTA AIR NATIONAL GUARD

350TH ANNIVERSARY OF NATIONAL GUARD

Senator STEVENS. Now the adjutant general of the North Dakota National Guard.

We are pleased to be here with you, General Macdonald. I guess, perhaps, I should have called for you first, but I had the statement of General Berkman in front of me first. That is my error. We are happy to have you here.

General MACDONALD. Mr. Chairman and Senator Andrews, I will always defer to the senior service, sir, although I do want to announce that this is the 350th anniversary of the National Guard. It began in 1636, so even though the Army is the senior service, I think we are the senior component.

General BERKMAN. And I congratulate the Guard for that long service of citizen soldiers to our Nation.

General MACDONALD. I have a prepared statement for the record, which you have, and I will just cover a couple of highlights and then turn it over to you for any questions you might have.

MAINTENANCE OF GUARD BUDGET

I applaud your attempt to get the money that was appropriated—authorized. I think that is critical. We need the support. One of my fears is that as we get more missions people forget that although we are cheaper than the Active component we are not free. We do need the support, and we need it desperately. Percentage cuts really hurt when you have a small budget like the Guard does, most of which is represented in personnel costs and operations and maintenance. So we do not have ways of stretching our dollars.

PROBLEMS OF NATIONAL GUARD

I think we have the same problems that the Army Reserve does. We have the same problems the Active component does. But our problems are solved in different ways. For instance, training. We train on weekends, during our field training periods, short periods of intense activity, and because of that we need control of our training assets. I think the

T–39 issue is a perfect example of an issue where the Active component may not recognize some of the problems that we in the Guard have.

Lt. Col. John Syverson sitting in the audience is a captain for Northwest Airlines and a pilot with us. It is not always easy for him to be here when training is scheduled by someone else, and that is the problem we also face with the doctors, lawyers, et cetera. We need to be able to schedule the training when and where our people are able to participate.

In North Dakota, just as in Alaska, we recognize the unique problems of a sparsely settled State. I had an interesting conversation with General Gerard of New Jersey, and he was telling me how they had Governor's Day on a weekend, and I said, "My goodness, if we had Governor's Day on a weekend we could not get the people from Bowman to the camp and back during that weekend." But New Jersey can, and in 1½ hours. I am sure in Alaska, Senator, it is even more difficult to try and get people together for short periods of time.

Senator STEVENS. It would be difficult if they had to walk.

General MACDONALD. Yes. You know, I think that even with our sparse populations Alaska and North Dakota rank in the top five States in percentage of population that is in the Guard. We, I think, need to look at, perhaps, increasing Federal support at some level of activity within the State. I understand that the States have to contribute. I understand that increased Federal support should be a minimal thing. But as the Guard level within a State rises above that which is needed for State purposes, then I think the Federal Government could, by some means, contribute a larger overall percentage.

I am proud to be the adjutant general of North Dakota. I am proud to have units of the North Dakota Air National Guard in Europe. And we have with us today Maj. Gen. Darrol Schroeder, who is the Air National Guard assistant to General Donnelly, Commander of United States Air Forces/Europe. General Schroeder is also a Davenport farmer. We grew up together and he is very aware of the Guard involvement in that deployment, just as Chief Gronland and Chief Barke are, both of whom have been there.

I am proud of the people who accomplished this mission on top of their Guard duties and on top of their civilian duties. The expertise and devotion of these weekend and full-time Guard members is absolutely outstanding, and the cooperation of their employers and their families is at a level above which nothing could be asked.

Our Army National Guard was in Honduras building a road, some of the finest training that our soldiers have ever had the opportunity to avail themselves of, and we hope that continues.

FULL-TIME SUPPORT

Our full-time support is an issue and always has been an issue. I think that we need additional full-time support, especially on the Army side, and we hope that support will come along as it is validated and as it is recognized. I am one of the minority that believe that it ought to

be military technicians and not AGR's. I am not a supporter of the AGR concept. I think it is wrong. I think that military technicians are more stable. They are easier to recruit and are easier supported. The bottom line is they are much cheaper.

AIRCRAFT REQUIREMENTS

When we come to equipping the Air Guard, sir, the present procurement level of F–15's and F–16's must be maintained if we are going to arrive at our goal of 40 fighter wings in the Air Force by 1991. I am concerned that the present rate of procurement will force the retention of obsolete and obsolescent aircraft in the Guard.

I think we need to modify airplanes, just as our allies do. The proposed F–4 and A–7 modifications are two that together would save about $7 billion, and still provide us very viable airplanes. In fact, the modified F–4, in my judgment, and given experience and background, would be a much better air defense airplane than either the F–16 or F–20, which are presently engaged in a competition. Those airplanes were not designed for air defense, and it is a little like looking at two turkeys and saying as soon as we buy one of those turkeys it is going to turn into an eagle. I do not think that is going to happen. There is a CBO study that was done about 1 year ago that shows significant savings if we modify the F–4.

RETENTION INCENTIVES

I believe that it is in our best interest to look very closely at incentives and especially retention incentives, not so much recruiting incentives. We cannot keep cycling people through the Guard. We need to get them in the Guard and keep them in the Guard, and I think the GI bill, the Reserve GI bill, is a fantastic program. We should look at that and other means of keeping the individuals in the Guard who have been recruited and who are trained. We need to keep them in the organization.

There are some things that we could do that in my mind would cost us very little. For instance, give them BX privileges, give them commissary privileges. It would cost almost nothing, but the perception of our soldiers is that anything that detracts from their acceptance as full partners in the total force should be eliminated. When they go into the BX and show the red ID card, they have to show orders. When they show the red ID card in the commissary, they also have to show orders. It kind of degrades them and they feel they are really not part of the total force. I think that should be changed.

And the last point that I want to make, sir, is I hope that the Senate will resist any attempt by anyone to interfere with the traditional chain of command of the National Guard. I know the reluctance of a couple of Governors to allow their National Guard to become involved in some Central American missions is a sore point, but I hope that the Congress will not overreact to that and the traditional State control of the Guard will be maintained.

I think the Guard, which in my estimation is the most ready of all the Reserve components, is that way not in spite of State control, but because State control does exist.

I thank you very much. We have various members of the North Dakota Guard here, sir. They are all available should you desire to ask questions and they would be most happy to respond. Thank you very much.

[The prepared statement of General Macdonald follows:]

PREPARED STATEMENT OF MAJ. GEN. ALEXANDER P. MACDONALD
ADJUTANT GENERAL
NORTH DAKOTA AIR NATIONAL GUARD

Mr. Chairman, Senator Andrews:

It is a pleasure to appear before you today in this the 350th year of the National Guard. The Guard is a force nearing 600,000 personnel which is today the best equipped, most ready of all the Reserve Components. Each year is another record setter and because of Congressional support, we are able to establish even more ambitious goals for the future.

With today's realities of fiscal constraints, there are many initiatives to transfer an even larger percentage of our defense requirements into the Reserve Forces. There are few roles and missions, if any, that the Guard cannot fulfill. Today we are participants in most of the missions of the Armed Forces in one manner or another. Some of the missions which we could be assigned would result in significant savings and some in relatively small savings. There are missions, if given to the Guard, would actually cost more.

We, on the whole, are cheaper than the Active Components but we are not free. In order to adequately accomplish our assigned missions, we must have the necessary resources; the personnel, both full-time and M-Day, the facilities, the training areas, the equipment and the training days.

That is my greatest fear. We will be given more to do but will also be forced to accept across the board percentage cuts. In the case of the Guard, with a relatively small budget comprised mostly of personnel costs and operations and maintenance funds, any cut would directly and immediately affect our readiness. Our

mission is to train, to learn the skills necessary to use our equipment in the most effective and efficient manner, and most importantly to learn to survive on the battlefield. With the few training days available to us any cut will impact severely. Once the Congress and the administration arrive at an amount, a figure encompassing man-years, personnel strength and obligations, those figures should become a congressionally mandated floor. There should be no arbitrary percentage cuts imposed without benefit of testimony and hearings.

Our training requirements differ from the Active Forces. We have short periods of intense activity, our weekend drills and field training periods, this means we must control our training assets. The T-39 issue is an example of a guard training requirement which has not widely been recognized. We need those aircraft on our ramps and under our control if we are to properly train our aircrews. Those doctors, farmers, airline pilots and government employees have their own job responsibilities which may not allow them to meet training schedules imposed without regard to their civilian schedules. If we are going to be an ever increasing percentage of the force, and as response times become shorter, we must find better means of meeting our unique guard training requirements and that entails the right resources when and where we need them.

The problems faced by the Guard nationwide and here in North Dakota, are not significantly different than those of the Active Forces, but the solutions which solve those problems may be. In the Guard we must bring the unit to the soldier and back it up with a facility. We do not have the option of recruiting individuals and sending them to a station for duty. It is reasonable to assume a person will travel only so far for guard duty. That distance is not a defined limit, but varies by individual, unit and mission. We in North Dakota, just as in

Alaska, rank in the top five for Guard strength versus population. We know how difficult it is to recruit in low population density areas and then face limited federal support for facilities and training areas. Yet the strength of our Guard, just as Alaska's, is over that which is required for our state mission. I do not agree with the premise that additional federal resources must bring additional federal constraints or result in erosion of the traditional command and control responsibilities of the non-federalized Guard. It would appear reasonable that at some ratio, perhaps based upon population versus guard strength, the federal government could provide some additional support. Regardless of the final percentages it would still be cheaper to the federal government than either the Active or Reserve options.

I would now like to take a few minutes to tell you what is going on in the Guard in North Dakota. Missions that illustrate not only our readiness, but our impact on the total defense posture. At this moment aircraft from North Dakota are standing alert here in Fargo, as they have since 1954, and effective last month they are also standing alert under control of U.S. Air Forces in Europe at Ramstein AB, West Germany. The total force has truly arrived when we realize the first contact with intruding aircraft in Western Europe could easily be made by a National Guard aircrew, from North Dakota or one of the other seven states which participate in this alert detachment, flying a Guard aircraft, that was armed and serviced by Guard mechanics. We are a full partner in that very demanding and important mission.

It was accomplished by men and women of the Guard, full and part-time. Accomplished in addition to their normal civilian jobs and also accomplished in addition to their normal Guard duties. The sacrifices made by the citizen soldier are awesome. The understanding of their employers, the support of their families defies description.

The by-product we gain from using the training time of our Guard to benefit other countries, to show American concern, is significant. Our Army National Guard Engineers, North Dakota Volunteers, with the wholehearted support of our Governor, the Honorable George Sinner, participated in a road building project in Central Honduras. These were American part-time soldiers using their skill and equipment to open up, to modern transportation means, a small part of a neighboring country. Our troops received unequaled training and learned how things would be should a contingency ever require them to deploy and execute their engineer duties under less than favorable conditions. They performed magnificently. It was an outstanding opportunity that I hope will continue to be offered to our personnel.

Other areas of importance and concern include our full-time support. We have, in the National Guard, the most devoted and experienced full-time support personnel available anywhere. They are the people who have made our units the envy of all and I support additional manning as the positions are validated. The past years have seen our two-headed system, military technician and M-Day soldier, grow another head. Called Active-Guard and Reserve or AGR, these Title 32 personnel have provided us additional full-time resources at a time, when for some strange and undefined reason, we could not get these same resources through our present technician program. As a result of this we have had to devise another costly administrative and personnel system.

I am becoming increasingly aware that the solution may be worse than the problem. We have people doing the same job, under different systems, receiving different pay, having different retirement options and varying benefits. The costs of the AGR portion of the full-time force is significantly greater than the

cost would be for the same number of military technicians even when you include the additional military pay a technician receives.

There presently exists no way to go from one full-time system to the other and retain retirement benefits so an individual is forced to make a decision very early in his career as to which track he will follow and that decision then shapes his future. I, being charged with the responsibility of hiring the best qualified person for a job, may be constrained by the system he or she is in. In addition, the Active Forces are looking at our AGR's and asking why they receive the same benefits and pay and are not normally eligible for overseas or remote tours and all the other irritants of an active career. The Active Forces also feel that if our AGR's are on a type of active duty then they should be controlled by the Active Force. I recommend and support a change back to a full-time support force composed of military technicians with a small percentage of AGR's retained to provide support in unique situations. This could be accomplished by directing all future hires, both new and replacement, be exclusively military technicians.

There are certain provisions of the present Civil Service Retirement System that should be changed. The Guard military technician should be handled in the same manner as the firefighter and law enforcement career fields in order for us to be a viable responsive force. The system must not require us to keep all personnel until they are over age 60. There must be provisions, through larger percentage retirement contributions, that would allow a full retirement at age 50, especially for some occupational specialties. The resulting force would still be cheaper than the one we now have. But again, just as with the dollars for training, our full-time force must not be grouped with the majority of government employees. Our small force of some

80,000 full-time personnel must not be subject to arbitrary percentage cuts. Again the imposition of a congressional floor would be most helpful.

The scheduled fighter procurement, both F-15 and F-16, must be maintained at the present rate. Even this will not allow the attainment of the United States Air Force 40 fighter wing goal prior to 1991. My concern is the equipage of our 91 Air National Guard flying units. The rate of aircraft procurement is going to force more and more units of the Air National Guard and the Air Force Reserve into obsolescent and then non-deployable aircraft. Again, given the fiscal constraints we now are operating under and the fact that larger buys of new aircraft are unlikely, it is my firm belief there are some alternatives that will meet our mission requirements and save significant dollar amounts. In fact many of our foreign allies, Israel, West Germany, Japan, and others, are doing just that. Modifying aircraft currently being flown for new missions or upgrading them in their current mission. In this way they have, so to speak, stretched out the life of their weapons systems at a very significant monetary savings. This effort would also assist in the attainment of the Air Force 40 fighter wing goal.

The first of these initiatives is the A-7 modification commonly called the "Strikefighter." This modification to 300 plus A-7 aircraft will enhance their capability and give them an increased ability to survive in their very demanding mission. This program would provide these aircraft at a savings of 3.4 billion dollars compared to funding a new aircraft buy. But the bottom line is it would get our Guard aircrews into aircraft which meet the threat. This program enjoys almost unanimous support, especially within the Guard community. If this initiative is not funded we face having units flying the present

A-7 until into the late 1990's. The modified A-7, delivery to begin in 1989, would have a service life in excess of 20 years.

The modification of the F-4D for air defense is another program which would save 4 billion dollars over new aircraft procurement. I believe most would agree the F-15 is the finest Air Defense aircraft available, unfortunately, at this time, it appears they will not be procured for Air Defense. We are presently engaged in the competition between the F-16SC and the F-20 for the "new" Air Defense Fighter. From my 30 years experience in the Air Defense arena I strongly believe these aircraft will be unsatisfactory for today's Air Defense requirements which includes the cruise missile. Unfortunately the Request for Proposal (RFP) criteria was structured in a way as to preclude meaningful competition for the F-15 and modified F-4D. Those contractors who had expressed more than a passing interest in this RFP felt there was no useful purpose in their continuing the process. For that reason alone, the aircraft competing were limited to the F-16 and F-20. This competition should be redirected toward the general purpose forces and the winner used to modernize those forces.

The modernized F-4D, containing the F-15 radar, some additional avionic upgrades, an infrared search and track system, and retention of the present engines would make a superb air defense aircraft. Two engines and two people, able to carry all present and future air defense armament, its only shortcoming would be its range and that is easily and relatively inexpensively corrected. It will provide Air Defense until well into the next century and until an aircraft designed for the mission is developed and funded. We must ensure any weapons system procured for air defense is able to accomplish that mission in a effective manner.

These two cases are not the first instance of Guard initiated programs. The C-130H procurement, KC-135 re-engining and F-4 smokeless engine modification are other examples. Instances when the Air Guard, with Congressional help, has made significant improvements in the total force sometimes over the objections of the Active Component. With this in mind, I call your attention to the 15 million in the 1986 appropriation bill which was directed toward F-4 improvements for the air defense competition. We need these monies again directed toward the F-4D modification, specifically to be used to begin the prototyping of the F-15 radar installation and a continuation of the infrared modification. Without your continuing attention and direction these dollars will be syphoned off for other programs.

The A-7 will need funding in 1987 if the program is going to solve some of our close air support problems. The savings generated in these two programs and the training enhancements of the T-39 initiative will allow the guard to increase its capability, readiness and effectiveness. All of this goes toward the savings required by Gramm-Rudman-Hollings.

Another of our problems concern recruiting and retention incentives. Nearly one in five Army Guard members leave the force each year. That means that in five years we have turned over the system. Although the Air National Guard's turnover rate is not as high it too suffers from a higher than desired rate. For that reason, not only do we need to retain our present recruiting incentives, we also need a viable retention program. It is far cheaper to pay that trained, experienced soldier or airman a reenlistment bonus than it is to not only pay an enlistment bonus to a recruit but to also pay his training costs. The Reserve GI Bill is one step in the right direction.

I believe we need other inducements. We need a law which will make it illegal for an employer, when hiring, to discriminate against an individual who belongs to the Guard. We need resources allocated specifically for family involvement in Guard activities. Many of our personnel perceive they are not 100% members of the defense community because of base exchange and commissary constraints. Although the benefits gained may be relatively small and all our people will not participate, these dedicated Guard members now feel slighted. I think, for the few dollars involved, a program allowing full base exchange privileges and the implementation of the commissary test program would be an effective tool to help me recruit and retain the force. To provide these same benefits for those individuals under age 60 who are otherwise qualified for retirement would be another low cost incentive. The preception our people have of their status is important. We need to surface and address each issue which is perceived by our members as disincentives.

There are many instances, given today's fiscal problems, where existing facilities could be purchased for use by the National Guard. However, because of the present law, the state must furnish the land even for 100% federally funded facilities. If an existing building is for sale for 30 to 50 cents on the dollar and the Federal Government would agree to purchase it the state is required to pay for the land. It becomes in the state's best interest to build a new facility on state land. It would appear reasonable for the federal government to fund a dollar amount and if the state could buy an existing facility for less total dollars, to allow them to do it. All entities would save money and the Guard would get facilities now, on time and ready to go, not five years down stream.

Under present law, National Guard units must assemble for drill and instruction at least 48 times each year and all elements

of a unit must participate in a training assembly within a period of 30 consecutive days. With the increasing complexity of modern training and our increasing involvement in diverse mission and roles we need flexibility in scheduling training. This artificial constraint must be removed and the guard commanders, those individuals who have been given the responsibility to insure their units are prepared for any contingency, provided the tools necessary for mission accomplishment. I ask you to support a repeal of that provision.

Recently there has been talk of altering the National Guard's traditional chain-of-command. I urge you to resist any change to the present system. The Guard has attained its position as the nation's most ready reserve component because of the involvement of the states, not in spite of it. To overreact to the action of a small minority of Governor's would be tragic. I am certain there will always be states, units, and Guard members ready and able to accomplish any given task under whatever status is appropriate for the mission being undertaken and the locale of the deployment.

I appreciate having had the opportunity to candidly discuss my concerns with you. I applaud your interest in the National Guard and Reserve and I urge you to continue your support. We could not have arrived at where we are today without members of the Congress such as yourselves becoming involved and supporting us with the necessary resources.

This concludes my prepared statement. I will be pleased to furnish additional written material should you desire. If you have any questions I will attempt to answer them.

MAJOR GENERAL ALEXANDER P. MACDONALD
THE ADJUTANT GENERAL
STATE OF NORTH DAKOTA
BOX 5511
BISMARCK, NORTH DAKOTA 58502-5511

Major General Alexander P. Macdonald was born in Davenport, North Dakota, June 5, 1929. Raised on the family farm, he attended Davenport High School, where he graduated in 1946. General Macdonald began his military career when he enlisted in the North Dakota Air National Guard on June 23, 1948, as an aircraft mechanic. He received a Bachelor of Science Degree from North Dakota State University in 1950, majoring in economics and mathematics. He subsequently attended pilot training as an aviation cadet, completing it February 9, 1952, as a distinguished graduate.

General Macdonald compiled 36 combat missions in Korea as a Forward Air Controller with the 6147th Tactical Control Group. In 1954 he returned to his farming operations and rejoined the NDANG as a squadron pilot. In 1958 he became a full time guardsman and served as flight commander, squadron operations officer, and squadron commander. He assumed command of the 119th Fighter Interceptor Group, 'The Happy Hooligans', in February of 1968 and was promoted to colonel on February 17, 1969. General Macdonald was appointed Chief of Staff for Air, Headquarters North Dakota Air National Guard on March 1, 1981, and promoted to brigadier general on December 14, 1981. On January 3, 1983, he was appointed to serve as ANG Assistant to the Commander-in-Chief, NORAD. He was promoted to the rank of major general on June 10, 1983. He was appointed to the position of Adjutant General for the State of North Dakota and assumed command of that 5,000 member military component on August 1, 1984.

General Macdonald is a command pilot with over 9,000 flying hours. His military decorations and awards include the Defense Superior Service Medal, Legion of Merit with two oak leaf clusters, Meritorious Service Medal, Air Force Outstanding Unit Award ribbon with one oak leaf cluster, Combat Readiness Medal, National Defense Service Medal with service star, Vietnam Service Medal with service star, Air Force Longevity Service Award Ribbon with four oak leaf clusters, Marksmanship Ribbon, Republic of Vietnam Gallantry Cross with palm, and the Republic of Vietnam Campaign Medal.

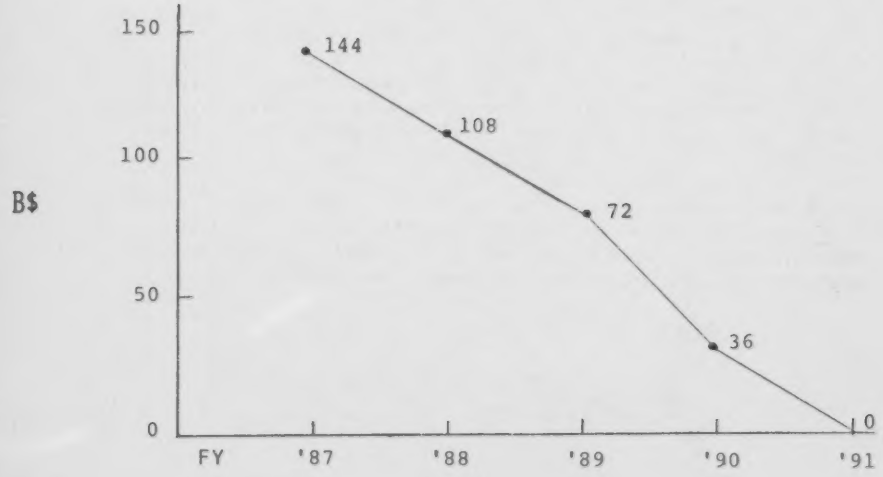
General Macdonald is married to the former Joan Smith of Beltrami, Minnesota. They have three children: Charles, in law practice in Minneapolis, Minnesota; Jan, a teacher in Stephenson, Michigan; and David, a student at the University of Kansas, Lawrence, Kansas.

ALTERNATIVES

AIR NATIONAL GUARD ASSETS FOR THE '87 BUDGET

THE NATIONAL PERSPECTIVE

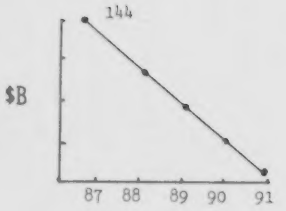
- MEET $144B TRIGGER IN '87
- POSTURE FOR OUTYEAR TARGETS
- MEET CRITICAL DEFENSE NEEDS



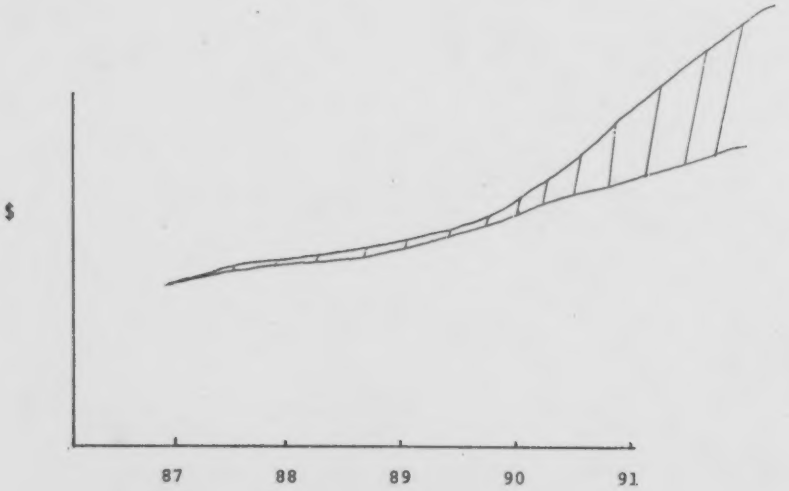
GRAMM-RUDMAN-HOLLINGS LIMITS

THE PROBLEM

- CUT $19B IN '87
  - AF SHARE: $6B



- CUT $_____ OVER FYDP



PLANNING FOR THE FUTURE

SOME SOLUTIONS

			SAVINGS (BILLIONS OF FY87 DOLLARS)	
			FY87	FYDP
	•	MODIFY F-4Ds FOR AIR DEFENSE	$ .6 TO 1.3	$ 4 TO 5.7
OR	•	BUY MIX OF 110 F-15s, 154 F-4E/AD FOR AIR DEFENSE	.2	.9
PLUS	•	MODIFY A-7s TO STRIKEFIGHTER FOR CAS/BAI	.8	3.4B
			$1.0 TO 2.0	$4.3 TO 9.1

PHILOSOPHICAL APPROACH

- PACKARD COMMISSION LEAD
- SOME MODS JUST MAKE GOOD SENSE
- BUY NEW - TO GET NEW TECHNOLOGY,
  CAPABILITY - NOT OTHERWISE AVAILABLE
  - SOUND AIRFRAMES, LIKE THE F4D AND THE A7, HAVE EXCELLENT LIFE REMAINING - MODERNIZE WITH AVIONICS

CRITERIA

- CAPABILITY
- DOLLARS

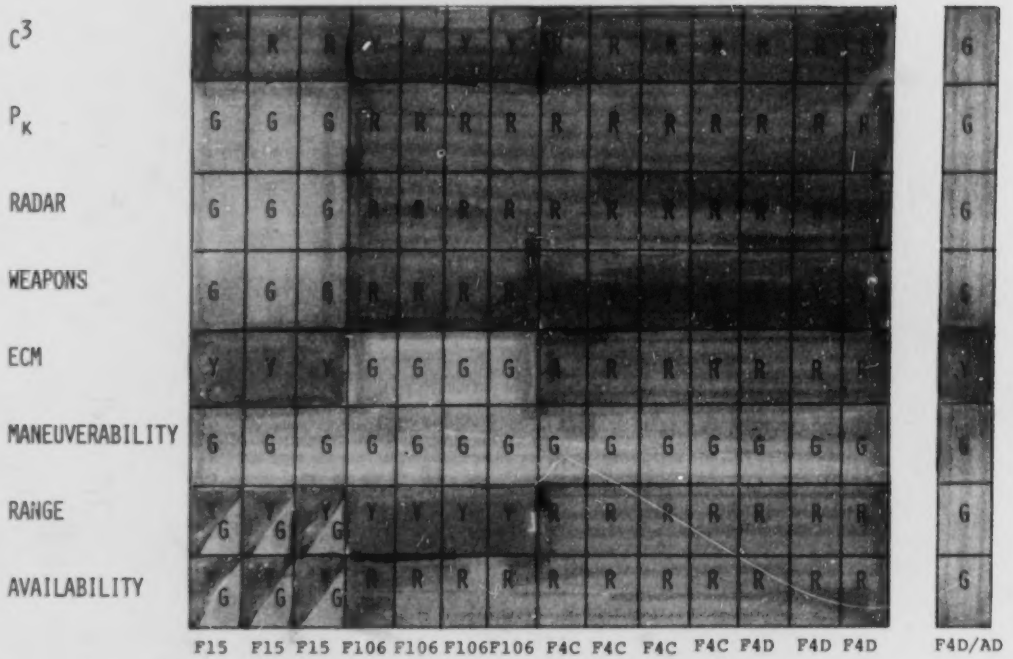
AIR DEFENSE FORCE STRUCTURE (SQUADRONS)

	F106	F16A	F4C	F4D	F15	TOTAL
ACTIVE	1 TO 0	0	0	0	3	3
ANG	4 TO 0 BY FY89	0 TO 4 BY FY89	4 TO F4Ds BY FY92 THEN TO ADX	3 TO ADX 1990s	0	11

CAPABILITY ASSESSMENT - AIR DEFENSE FORCES (NOTIONAL)

- C^3
- P_K
  - RADAR
  - WEAPONS
- ECM
- MANEUVERABILITY
- RANGE
- AVAILABILITY

CAPABILITY ASSESSMENT - TODAY



G MEETS REQUIREMENTS
Y MARGINAL CAPABILITY
R UNSATISFACTORY

ACTIVE
3 SQUADRONS

ANG
11 SQUADRONS

F4D/AD

MODS

- F15 RADAR (APG-63)
- INFRARED SEARCH AND TRACK (IRST)
- CONFORMAL FUEL TANKS (CFT)

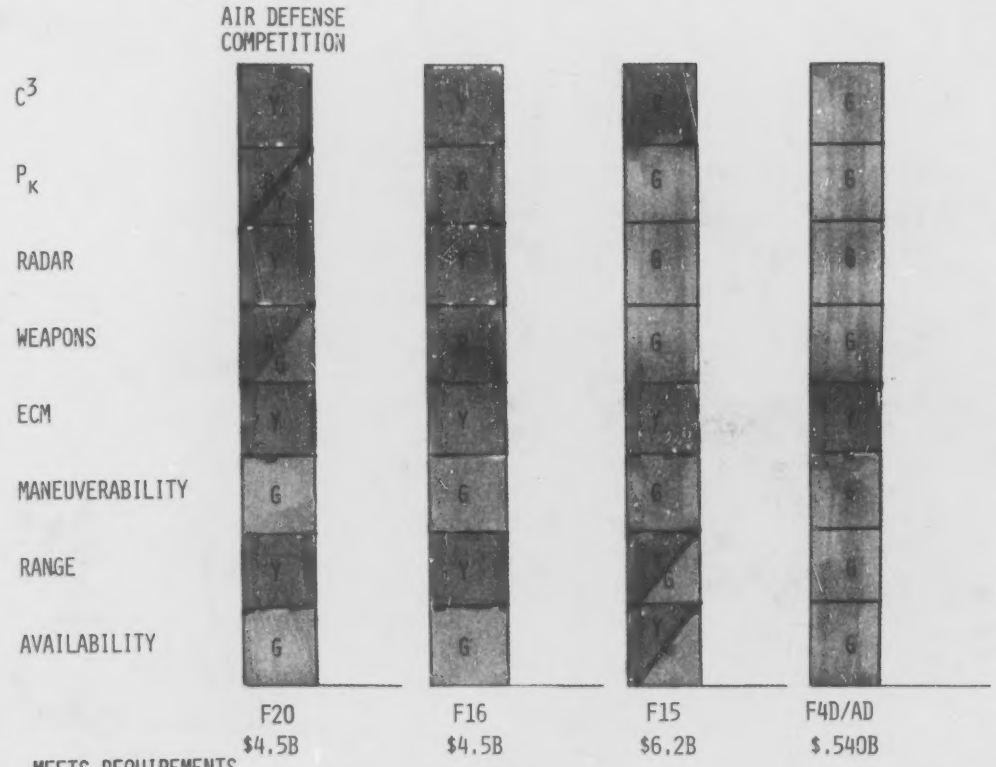
ISSUES

- AIRFRAME LIFE
- ENGINES
- CURRENT USAF/AFLC INVESTMENT

PROBLEM

- CORPORATE SPONSOR

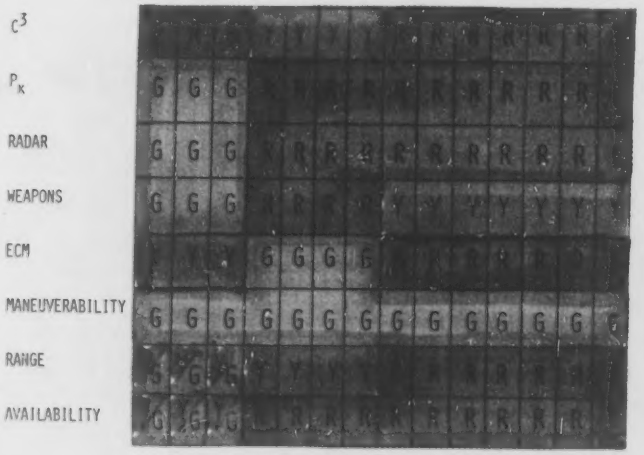
AIR DEFENSE SOLUTIONS



G MEETS REQUIREMENTS
Y MARGINAL CAPABILITY
R UNSATISFACTORY

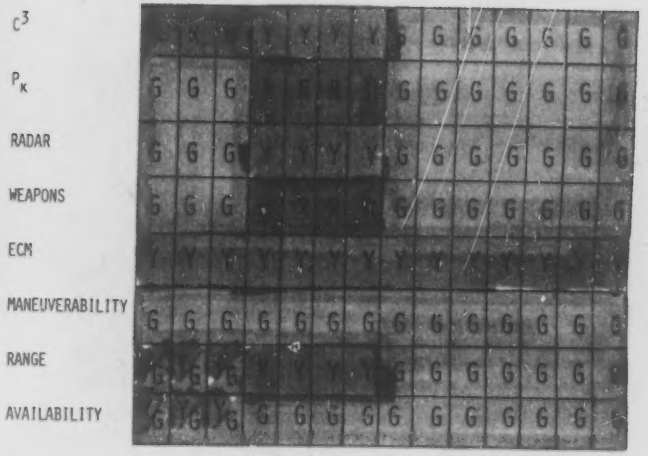
SAVINGS: $4 TO 5.7B

CAPABILITY ASSESSMENT



TODAY

F4D/AD OPTION



G MEETS REQUIREMENTS

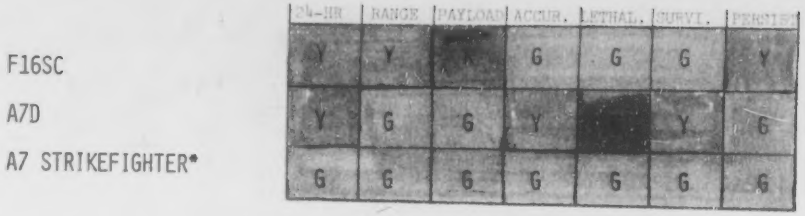
Y MARGINAL CAPABILITY

R UNSATISFACTORY

CLOSE AIR SUPPORT, BATTLEFIELD AIR INTERDICTION (CAS/BAI)

- INSUFFICIENT ASSETS
- SWING AIRCRAFT TO AIR-AIR IN FIRST DAYS OF WAR
- GROUND COMMANDER NEEDS HELP - ESPECIALLY IN BAI
- NEED:
  - 24-HOUR AIR SUPPORT
  - GOOD RANGE-PAYLOAD RATIO
  - ACCURATE, LETHAL, SURVIVABLE
  - BATTLEFIELD PERSISTENCE

CAPABILITY ASSESSMENT OF CAS/BAI SOLUTIONS



* DOUBLES MISSION EFFECTIVENESS OF A7D

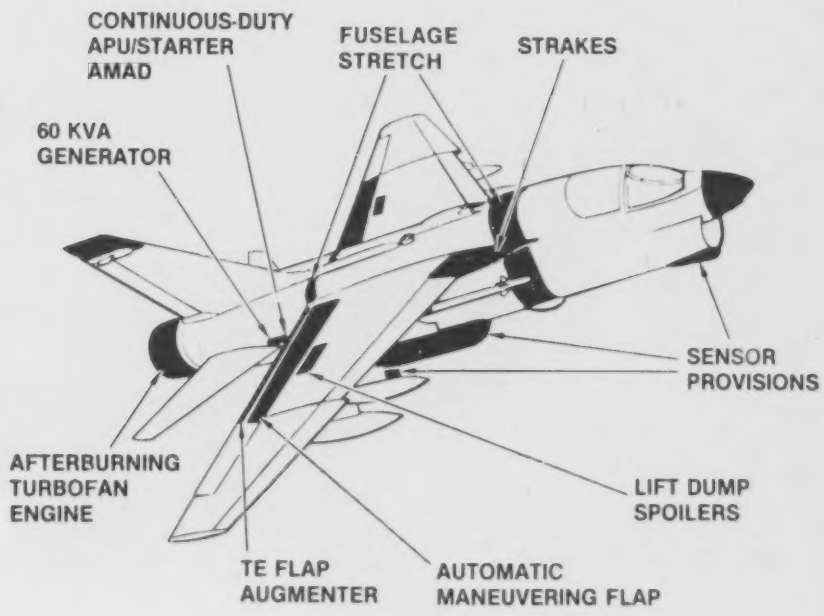
- F16SC $6.4B
- A7 STRIKEFIGHTER $3.0B

SAVINGS $3.4B

PLUS:
- 2:1 LEVERAGE IN COST
- 2:1 LEVERAGE IN CAPABILITY
- 2:1 LEVERAGE IN FORCE STRUCTURE FOR SAME $

G — MEETS REQUIREMENTS
Y — MARGINAL CAPABILITY
R — UNSATISFACTORY

A-7 STRIKEFIGHTER



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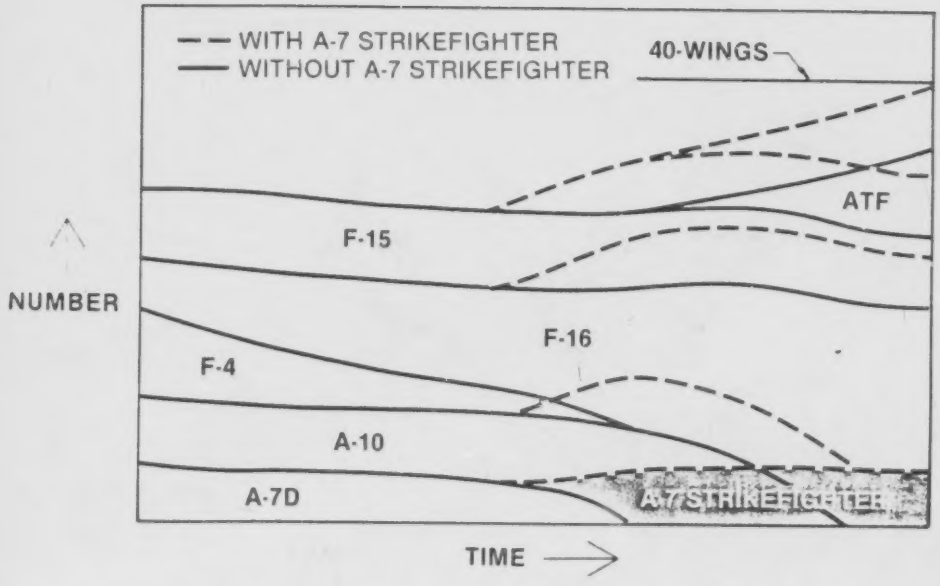
GENERAL PURPOSE FORCES -

FORCE STRUCTURE



BOTTOM LINE: STRIKEFIGHTER REPLACES ITSELF

ROOM TO GROW (750 TOTAL)

TRAINING ASSETS

- CREEK KLAXON
- UNSATISFACTORY ECM TRAINING FOR AIR DEFENSE
  - FAKER PLATFORM (E.G., CORPORATE JET, T39-TYPE)
    - WITH ECM SUITE
    - USE CURRENT ECM FUNDING
    - FUND FROM O & M
    - SAVES $30-60M OVER 10 YEARS
  - CONTRACT
    - ANG MANAGEMENT

ACTION REQUIRED	(BILLIONS OF FY87 DOLLARS) FY87	FYDP/TOTAL PROGRAM
1. CHANGE ADX COMPETITION TO COMPETE F20, F16 FOR GENERAL PURPOSE FORCES (GPX)	-.300	-.300
2. CHANGE ADX PROCUREMENT (300)	-.900	-4.500
3. FUND GPX (F20, F16) COMPETITION AND PROCURE GPX WINNER FROM FIGHTER PROCUREMENT	NC	NC
4. WITH ADX SAVINGS, FUND:		
A. F4D/AD (180)	.108	.540
OR		
B. F15/F4D/AD COMBINATION	.716	3.580
5. CHANGE FIGHTER PROCUREMENT FOR CAS/BAI (337)	-1.092	-5.460
6. WITH CAS/BAI SAVINGS, FUND:		
A-7 STRIKEFIGHTER	.140	3.000
7. MANDATE FAKER FOR ANG AND FUND TRANSITION	.010*	.100*
* O&M TOTAL SAVINGS:	$-2.034	$-6.620

MEMORANDUM FOR RECORD

ATTACHMENT TO TESTIMONY OF MAJOR GENERAL ALEXANDER P. MACDONALD

Health and Life Insurance Coverage
for Technicians on Active Duty Tours.

Adequate civil service laws and regulations are provided with respect to Federal Employee Health Benefit (FEHB) and Federal Employee Life Insurance (FEGLI) programs to deal with federal employees who are reserve component members for two important scenarios.

First, military leave (15 calendar days per year) is provided for annual training periods. And second, reemployment rights are provided for those individuals leaving their civil service careers to accept full-time active duty tours. However, Federal employees who are members of a Reserve Component are discouraged from participation in an active duty exercise, mission, or training period which is longer than 30 days in duration due to the adverse effects that participation will have on their FEHB and FEGLI programs.

The problem occurs when a federal employee is ordered to active duty for more than 30 days, either Title 10 (exercise or mission related) or Title 32 (exercise or training related). Their FEHB entitlements terminate on the day before entry onto Active Duty (reference FPM Supplement 890-1; S9-2, a(6), and b(1); and S10-1, b) and FEGLI entitlements terminate when the individuals military leave expires (reference FPM Supplement 870-1, S5-1, a(5), c). Although most of the FEHB and FEGLI coverages extend for a 30 day period beyond the termination dates due to conversion options of the group policies, actual health and life insurance coverages normally terminate between the 32nd day and

the 45th day of active duty. Health and life insurance coverages can be converted to individual policies but they are usually expensive.

During an active duty tour the reserve component member is covered by the Active Duty Health Care System and their family is covered by the Civilian Health and Medical Program of the Uniform Services (CHAMPUS). However, the CHAMPUS care system is laden with co-payments and deductibles which can be expensive depending upon the type of care required. Supplemental insurances are available to CHAMPUS but they are relatively expensive and do not accept pre-existing conditions, most for a period of up to one year. The cost associated with CHAMPUS can be prohibitive compared with the FEHB program. Additionally, locations for treatment and associated paperwork with the filing of claims can cause a massive amount of consternation to employees and their dependents. It is difficult enough to keep abreast of the FEHB program changes, but to ask a Reserve Component member and their dependents to learn and use a whole new health care system for a 35, 45, 60, or 100 day active duty tour is unreasonable.

Reinstatement into the FEHB program only requires the individuals active duty orders terminate and that they be in a pay status. This provision means that the FEHB program reinstatement can happen if the individual is off orders and in some type of leave status, but they do not physically have to be back to worksite in a duty status, i.e., they could be enroute back to their duty station or on vacation, etc. Reinstatement into the FEGLI program requires the individual's active duty orders to be terminated and they must be back to the worksite in a duty status. The individual must be at work and working in order to reinstate FEGLI coverage, not enroute or on vacation, etc. (reference FPM Supplement 870-1, S2-1, a).

A typical example would be as follows: A military technician from the North Dakota Air National Guard deployes to Ramstein Air Force Base, Germany in support of the Air National Guard's alert commitment for a period of sixty (60) days, the military technician is covered by the Federal Employees Health Benefit Program both self and family, and the Federal Employees Group Life Insurance Program. The technician has 15 days of military leave and 200 hours of annual leave. The technician's spouse is going to Germany the last week of the tour of duty and they will spend a few days touring England on their way back to the U.S.A. in a leave status at their own expense, returning on 4 August 1986. The active duty orders commence on 1 June 1986 and terminate on 30 July 1986.

The actual termination of FEHB coverage will take place at midnight on 31 May, although coverage under the program will continue until 30 June. The technician's family will have to acquire a non-group health insurance policy for the period from 1 July through 30 July or depend upon CHAMPUS protection with its co-payments and deductibles. This action requires they become knowledgable about the CHAMPUS program for the 30 day period during which they must depend on it for their coverage.

The FEGLI coverage will actually terminate on 15 June when the technicians military leave expires. Coverage will continue until 15 July under the conversion period provisions, but at that time either the technician must pick up non-group coverage or elect to have no coverage until they return to duty on the 4th of August.

In summary, what we have accomplished is this. The technician has been tasked to acquire some type of supplemental health insurance for 30 days until we can reinstate the familiar

FEHB program coverage. In addition, the technician has had to purchase or do without the FEGLI coverage for a period of 19 days until they could reacquire that coverage upon return to duty.

The real tragedy to this whole scenario is that we have singled out this federal employee because they are on a military tour. If the employee had been furloughed or allowed to take leave without pay for a variety of reasons other than the military tour, both the FEHB and FEGLI coverages would have stayed in effect for a period up to one year. (FEHB reference FPM Supplement 890-1, S8-4, and FEGLI reference FPM Supplement 870-1, S2-7). The FEHB coverage would be retained by the employee paying their share of the program cost and the FEGLI coverage cost would be maintained by the government.

Basic recommendation is as follows: Permit both FEHB and FEGLI coverages to remain in effect for the federal employee who is a member of the reserve component. The actual fix will require identifying and defining tours of active duty associated with the Total Force concept that impact Guard and Reserve personnel beyond the normal 15 days annual training and less than a regular active duty tour of 3 or 4 years.

General Questioning

ROLE OF NORTH DAKOTA GUARD

Senator Stevens. Thank you very much.

Now your unit has been involved in an actual operation over there, I understand, for some time. As a mater of fact, your North Dakota Guard has, for the first 4 months of this operation, had the lead role. It is my understanding that this one was 96 people with 16 crew members and 72 support personnel, plus an 8-man permanent cadre.

What role did your unit actually play? I mean, what was your function while you were there? You are still there, are you not?

General Macdonald. Yes, sir.

Well, operationally we provide one of the two Zulu alert facilities, which is the nomenclature for the 5-minute aircraft that are on air defense alert in USAFE, the American airplanes. We provide 50 percent of that force.

Senator Stevens. You have the actual F–4's over there from your equipment right here?

General Macdonald. Yes, sir; three from North Dakota, three from Minnesota, and two from California, is the split on the airplanes. Then we have one air crew from each of eight States. Right now the majority of the people are North Dakotans. That will change in about another 30 days, and then they will be from Duluth, MN, and the last 120 days they will be from Fresno, CA.

The majority. That means there is a mixture from several States.

ALL-VOLUNTEER EFFORT BY GUARD

Senator Stevens. This is an all-volunteer effort?

General Macdonald. Yes, sir.

Senator Stevens. Except for the cadre, I take it?

General Macdonald. I think it is primarily volunteer. Sometimes you might encourage people to volunteer, but it is mostly volunteer.

Senator Stevens. I remember those days, General. [Laughter.]

What percentage of your people opted out, you might say—who said we cannot do this?

General Macdonald. I think Chief Barke could probably answer that better than I could, sir. He was more involved in it.

PROGRAM PARTICIPATION

Senator Stevens. Chief, tell us. I should think that in any kind of semivolunteer effort some people would say I just cannot do that because. What percentage are in that category?

Sergeant Barke. In our first period, which was a 45-day period, the people that we tried to get from any given area, and even where we are somewhat limited with our own resources, we had better than 50 percent of the people from the 119th participate. And it was an all-volunteer situation. And we could have had a number more than that if our people had known then what they know now.

It is great to be part of the total force and people realize this, although in a lot of situations people do not have the opportunity because their employers are not in the position to say, "Yes; you can go. We want you to go." Some employers cannot run a business that way.

In businesses that are seasonal, when we deploy during their slack season, their people are available. We could get those people. And depending upon what part of the country or what your industry is and so forth, those people are available. It was an all-volunteer situation. Fifty percent of the people were from this unit and the remainder came from other F–4 units throughout the Air Guard.

LENGTH OF DUTY OUTSIDE STATE

Senator STEVENS. How long was each person actually over there? What is the time span for being away from North Dakota?

General MACDONALD. It varies from the full period to as short as 15 days, I believe is about the shortest.

Sergeant BARKE. The shortest period was 30 days, up to 120 days for our period of the 4 months.

Senator STEVENS. And when the people volunteered they knew that they were going for at least 30 days?

Sergeant BARKE. Yes, sir.

LENGTH OF NORMAL DUTY TRAINING PERIOD

Senator STEVENS. What is your normal duty period per year?

Sergeant BARKE. Fifteen days of training is our normal training period. This was not a training period. This was an actual task given to us to take over and to perform exactly as the Air Force had.

Senator STEVENS. Did they have to go to the 15-day training period, too, if they did this?

Sergeant BARKE. No, sir; they will not.

Senator STEVENS. And does it count toward the second year? If I was one of your people and I took 30 days, would I have credit for 2 years' training period?

Sergeant BARKE. No, sir.

Senator STEVENS. Just one.

Sergeant BARKE. Your annual training is on a year-to-year basis and this was a separate operation or task. There again, as a volunteer, how many days can you as an individual go and how many will you go? The minimum was set at 30 days, and that varied—30, 45, 60, 90, up to 120 days.

Senator STEVENS. Did Guard or Reserve people participate in moving your men from here over there and back?

General MACDONALD. Yes, sir.

Senator STEVENS. So it was supported by Guard and Reserve as well as having Guard and Reserve volunteers for 30-plus days?

General MACDONALD. Yes, sir. There was support by the Active component in 141's, but we also had 135's from the Active Force, the Reserve and the Guard, both to haul people and to refuel airplanes.

ACTIVE DUTY MISSIONS IN NATO COMMITMENT

Senator STEVENS. Have you, General MacDonald, taken a look at what type of active duty missions there are in the NATO commitment that could be performed by people in your units on a similar basis? This is just one small one, but do you think there are enough of them to warrant a major program of this type?

General MACDONALD. That is a difficult question for me, Senator. I am very biased on what the Guard can do. I have often characterized the Guard as being a chameleon, and it will turn into what you want it to turn into. If I go to my Guard unit in Fargo and say I would like 12 pilots for 180 days to go to Europe, there will be screaming and gnashing of teeth like you have never heard.

But 2 years from now if I go into that same Guard unit and say we can no longer go to Europe for 6 months with 12 aircrews, I will hear the same wailing and gnashing because the people become accustomed to that mission. The new people that join, that is part of their mindset when they join. We have, in Fargo, gone from having no aircraft on alert to having as many as four on alert, and each time you make a transition from one force to another force or percentage of that force, let us say, on active duty, it is always a trauma. When you went from four airplanes to two airplanes, half of the people lost their jobs and that is a trauma. But after a couple of years it goes away.

HONDURAN COMMITMENT

Senator STEVENS. You are, as adjutant, also in a position to have a role in the engineer units from the Army that went to Honduras?

General MACDONALD. Yes, sir.

Senator STEVENS. Is that right?

General MACDONALD. Yes, sir.

Senator STEVENS. Could you tell me, is there much difference between the commitment that was made in terms of the NATO 30 days and the NATO commitment that was made by the Army in Honduras?

General MACDONALD. Not really. Honduras was about 4,500 people spread out over 6 months. They had a number of people there for the whole 6-month period from the State of Missouri and they also cycled people in for 15-day periods. We had soldiers there for 15 days, then brought them back.

Senator STEVENS. When I was there I saw people that were only there for 15 days. That is why I wondered. And they said, well, they could not stay more than that; that is why they were there. But there was not a minimum 30-day commitment, then, for Honduras, right?

General MACDONALD. I think Chief Barke may have touched upon the core of that when he said Honduras was a training mission. The 15 days in Honduras was a training mission. We went down and trained, and a byproduct of that was building a road. The deployment to USAFE, to NATO, is an operational commitment. It is not a training commitment. The people who go over there are trained. They are fully trained and they are ready to do their mission.

PSC COSTS FOR 30-DAY MISSIONS

Senator STEVENS. Let me look at some of the cost components here and this will be my last question, Senator. I have got some others, but I think you have got some, too.

When you take a person over for 30 days, they do not have any furniture to move, obviously. There is no permanent change of station cost involved.

General MACDONALD. No, sir.

Senator STEVENS. There are no dependents along, right?

General MACDONALD. If they are, they are paid for out of their own pockets.

Senator STEVENS. Since there is no transportation authorized for dependents, are there any extraordinary expenses or payments that are made for a person who takes on this 30 days? Would there be any excess cost compared to your Guard person as opposed to a Regular Air Force person in that same slot as part of an F–4 crew?

General MACDONALD. Well, there would be two costs that would be higher for us, I assume. One would be transportation cost, because we rotate more often, although much of that transportation is provided as a byproduct of airlift that is going back and forth.

Senator STEVENS. That is why I asked you that, because that is a byproduct of Air Guard training if done properly and not too frequent.

General MACDONALD. Yes, sir; and we would receive TDY payments when we were over there.

Senator STEVENS. But when your people are over there they live in barracks, right?

General MACDONALD. Yes, sir.

Senator STEVENS. And they obviously do not require family housing, and do not have to have any special schools? They do not have to have any special support facilities like commissaries that are adjusted to family needs?

General MACDONALD. No, sir.

PER DIEM COSTS

Senator STEVENS. Can you think of anything else that would be a unique difference in terms of cost factors? We are looking for the cost factors that we want GAO to look at. GAO looked directly at actual costs of the two bodies and said it is going to cost you a difference of about $10 million a year for the unit. I do not know if you know that; did you know that?

General MACDONALD. No, sir.

Senator STEVENS. That is what they said—because of the per diem, primarily, and something else. I forget what it was. But because the regular person, when you assign him on a permanent change of station, is not going to get per diem except for a couple of days. Your people are on per diem the whole 30 days?

General MACDONALD. Yes, sir.

Senator STEVENS. On the other hand, they have not looked at these other costs. They have not looked at the costs of how much less it would cost us to maintain school facilities, family housing, the support facilities like commissaries and movies and social programs, and language training, all of which follow along with permanent assignment in Europe.

Can you think of anything else?

General MACDONALD. Well, sir, there would be the professional military schools, the NCO academies they run over there for the people that are over there. We would not have the same leave costs that they do. Our people normally take their leave when they get back here. So you would not have people on 30 days' leave every year.

Things of that kind would cut down our costs.

Senator STEVENS. We are quantifying that in another way. As Senator Andrews said, it costs about one-third less to maintain the body in the Guard and Reserve as compared to the Regular services. Now that is just for the individual. That does not take into account the support costs that we are trying to get to, because I think to properly compare this we have to look at those others.

When we were in Europe we found, for instance, Army units that were in barracks up on the border where the members are sent for a period of, I guess, 30 days or 45 days. Their families are transported to Europe to be with them, but two or three times a year they are away from those families for 45 days at a time. So we are maintaining the cost of two facilities for those families in Europe—one, the barracks for the individuals and, two, the family housing and facilities down at the normal assignment base.

I think there is considerable costs involved in this concept that would be very, very good to avoid if we could and still achieve the same commitment from the Reserves.

I have some other questions, my friend. I am sure you have got some questions. Why don't you go on to your questions?

Senator ANDREWS. Thank you, Mr. Chairman.

INDIVIDUAL DEPLOYMENT IN GROUND RESERVES

General Berkman, you have got the experience from across the board in the ground Reserves. How long does the average individual deploy?

General BERKMAN. Our experience has been, for our overseas deployment training and participating in major exercises like Reforger, that such training is done during annual training, which is a 14–15-day period, with some exceptions, if the training opportunities justify it and there is sufficient leadtime to accommodate employer and family planning. Under these circumstances, we have, upon occasion, had 3-week annual training periods. That has been our experience.

Generally, the Army Reserve leadership tells me that more than a 2-week annual training every year would probably be taxing on the ability to retain people in the Reserve program. But an occasional 3-week annual training, again with sufficient time for planning and arrange-

ments with employers and families, we have accommodated quite successfully.

Senator ANDREWS. But your experience has been essentially a training one, where the normal 2-week and, on occasion, a 3-week training period, instead of being taken in a normal location is taken overseas?

General BERKMAN. Yes, sir; instead of going to Camp Roberts in California, Army Reservists participate in overseas deployment training as part of the Reforger exercise in Germany. However, in addition to providing training, and indeed it is good training, in many cases it also is contributing to the Army mission over there, for indeed Army Reserve combat service support units might be taking over part of the activity and mission of an Active component unit located in the area augmenting it, if you will, or providing relief for that Active component unit.

EQUIPMENT USE IN OVERSEAS MISSIONS

Senator ANDREWS. Did you take the Reserve equipment with you or did you lay on equipment that was already prepositioned there, equipment that belonged to the Regular forces in that area?

General BERKMAN. It varies depending upon the exercise. In most cases we are taking equipment with us, but also in Central America we deployed the equipment necessary for the project, and then as the individuals came in on a rotational basis for their 2 weeks' annual training, they just took over the equipment that was there, in effect, prepositioned for that exercise.

So it can work. There is great flexibility.

Senator ANDREWS. Was it prepositioned by the Reserve components and used for Reserve unit after Reserve unit? Or was it Regular Army equipment that was there and was used as part of a military mission?

General BERKMAN. In the case of the Panama exercise, sir, it was equipment from the Reserve units that were, in effect, mobilized, loaded onto ships, and sent to Panama, offloaded, and then employed in the exercise, and then successive contingents, teams and elements would come in and use that same equipment. So it was not an exchange every 2 weeks of the equipment.

EFFECTIVENESS OF GUARD PERFORMANCE

Senator ANDREWS. Can these units perform military duties in every way as effectively as the Regulars? In other words, if you have got a battalion-strength unit over there that is in that host country, does that count as a battalion-strength unit of Regulars? Does it count as 50 percent of a battalion-strength unit of Regulars? What is the proportion?

General BERKMAN. Well, if it were going to Europe, say to Germany as part of Reforger, it would be going in addition to the structure that is currently there for purposes of the exercise. The equivalent contribution that it would make depends upon the status and the readiness of the unit and the strength of the unit and the availability of the equipment of that unit. So again that varies, depending upon circumstances of the case.

COST-SAVING FACTORS IN OVERSEAS EXERCISES

Senator ANDREWS. Were these exercises cost saving?

General BERKMAN. They are cost saving in the sense of the contribution they are making to the total Army mission. I think they are cost saving in the sense of measuring the value of the training that the individuals and units are getting as opposed to the training they might get at home station or within the continental United States. I guess working out the precise accounting with respect to cost effectiveness would depend upon the circumstances, too. You know, it may cost more dollars, but it may be more dollars better spent participating in the training than in some more limited training in the United States.

Senator ANDREWS. I hate to lead the witness, but sometimes you have to do that to get the answer you are looking for, to make sure you did not miss it out there someplace. I guess the point I am driving at, General, is in moving these units overseas can you pick up enough of a military advantage by having them there to make up for the cost of moving them over there? I guess that is essentially where we get this favorable cost-benefit ratio.

General BERKMAN. I would think so, subject to auditing the numbers.

SHORT-PERIOD TRAINING PROGRAMS

Senator ANDREWS. General MacDonald, you talk about training for short periods and how you need a concise drill period of 2 or 3 days to accommodate the airline pilot or the doctor or the lawyer or the farmer or whatever, and you need control of training periods to utilize a citizen's service. Everyone understands that. But can the same citizen participants adjust themselves to a 60-day deployment in Europe?

You have got about 50 percent volunteers, shall we say. Can this mean that that 50 percent comes from an across-the-board cross section of the unit, so we can say if you have got a unit that has got *x* firepower you can move 50 percent of that firepower in a fully operational manner for a 60-day period, given your experience?

General MACDONALD. I think leadtime might have something to do with that. As your leadtime diminishes, so does your ability to move the individuals in numbers.

ABILITY OF GUARD UNITS TO REPLACE REGULAR MILITARY PERSONNEL

Senator ANDREWS. Well, put it this way: If this was put in as a regular program of the military, wherein they moved Guard units, specifically Air Guard units, to Europe to take the place of now-existing Regular Air Force units, and if you knew 1 year or 2 years ahead of time that your group would be asked to maintain six of a certain type of bird for a 90-day period over there, could you accomplish that?

General MACDONALD. Yes, sir; because you would be taking only a small percentage of the 1,000 people in the 119th Fighter Group for that 60 or 90 days, to put four or six airplanes over there. You get support from the base you are going to, so really you are only taking mechanics and unique equipment that you need for your airplanes.

Senator ANDREWS. Well, in essence what we are talking about, though, is an across-the-board cross section of personnel, say, who would be in essence self-contained. You cannot go over there long on pilots and short on mechanics and hope that, as we do in this country with smorgesbords, everything comes out even in the end. Could you anticipate that you could move over there and be self-contained and not detract from your ability to do your mission because you only had one-half or one-third the number of normal units that work together?

In other words, you would be filling in for this 90- or 120-day period with units from other places around the country. Could you adapt your ability to get along well enough so that you would come out with a full-sized unit?

General MACDONALD. Yes, sir.

Senator ANDREWS. With no loss of efficiency of operation?

General MACDONALD. Absolutely. I think what I was saying about being on another base, sir, we are talking about things like firefighters. You would be using the firefighters who are presently in place at the Air Force base. You would not require additional security police. And out of your 24 crew chiefs, and you are taking, say, 6 airplanes, maybe you only need 6 crew chiefs. So you really are only looking at a slice, as you put it, of that 119th Fighter Group.

Senator ANDREWS. Of course, you still might have to take firefighters. You might have to take other support personnel as well.

General MACDONALD. If you are going into a bare base, yes, sir, then you do. Then it becomes more of a problem because it does not make any difference how many airplanes you are operating off a base; if you are going to need firefighters, you are going to need a full crew. Things of that type compound the problem, but I think it is very easily done because you are not taking the entire unit. That is where the problem comes.

If you say, could I take the entire 119th Fighter Group to Europe every other year or every third year for 60 to 90 days, the answer to that is "No."

Senator ANDREWS. But you could take 40 to 50 percent of it?

General MACDONALD. You could take a percentage; yes, sir.

Senator ANDREWS. What percentage, would you say?

General MACDONALD. I would be very uncomfortable at the beginning and I think it is something you would have to get into slowly taking over, say, the first time 20 to 25 percent.

NORTH DAKOTA GUARD PERSONNEL IN NATO

Senator ANDREWS. How many people from the North Dakota Air National Guard are participating in the exercise in Europe now?

General MACDONALD. At the present time on the ground there how many do we have?

Sergeant BARKE. Thirty-five, sir.

Senator ANDREWS. Thirty-five?

Sergeant BARKE. Out of the 72 maintenance crews.

Senator ANDREWS. And if we are looking at 20 percent or 25 percent, which you were just talking about, how many personnel would that be?

General MACDONALD. A couple hundred—250, maybe.

Senator ANDREWS. So that would be stepping it up 10 times. And you think you could support that type of mission for 120 days with volunteers?

General MACDONALD. We have gone from 60 to 90 to 120 now.

Senator ANDREWS. Well, I am pulling figures out of a hat. I was talking mainly 90 because that is the cost-effective one. Go back and revisit your 20-percent figure. What, General, was that 20-percent figure aimed at—60, 90, or 120 days?

General MACDONALD. I would say 90 days, because of the fact that if we deploy 90 days during the winter, as you know, there are many farmers in North Dakota that belong to the Air Guard that would think that was the greatest thing since $4 wheat. And the same thing happens in the summertime. We have the people in school, the school teachers and individuals such as that, that are able to get away for that period of time.

So there are various periods of time when it would be much easier to do than it would be at other times. But it is one of those things we need to know ahead of time. The more planning time we have, the better we can do it.

Senator ANDREWS. That is granted. Your 20-percent figure is the initial one, and that is only after knowing ahead of time for a year or two. We understand that.

Let me get on a slightly different question or two before I go back to the chairman. I may have some other questions of you.

I think, Mr. Chairman, later on I would like to get some junior grade commissioned officers and maybe another enlisted man or two just to talk about who has been over there recently and talk about their problems with their employers and all that.

F-16/F-20 CONVERSION PACKAGE

Mac, you have done a lot of work in being innovative with the equipment. You made a statement to the chairman when you briefed your original statement saying that you can take the F–4's and make better birds out of them than, as I recall, you say the F–16's and F–20's coming off the assembly line. In your briefing paper you say you can take the F–4D and put some F–15 radar in it and it would be better than the F–16 or F–20.

What is a rough cost figure of that conversion package versus the new F–16 or F–20?

General MACDONALD. Well, the modified F–4 would cost in the neighborhood of $3.5 million per aircraft. The F–16 and F–20—and it depends a little bit because the F–20 has not been priced—I do not know that there is a figure there, cost about four times as much.

Senator ANDREWS. They are offering some new fire sale prices. What are they?

Senator STEVENS. They are not in yet.

General MACDONALD. The problem I have with the F–16 and the F–20 is that the airplanes were not designed for air defense, and because it was not designed for air defense it does not have a big nose. Because it does not have a big nose, you cannot put a big radar antenna in it. When you cannot put a big radar antenna in it, people will tell you wonderful things but you cannot get the desired detection range.

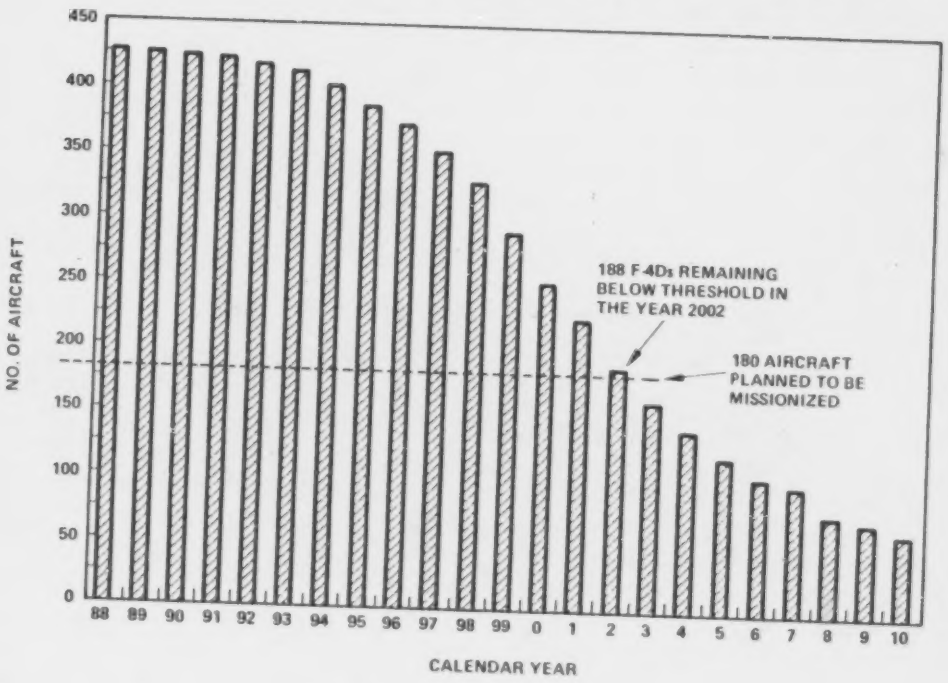
Senator ANDREWS. So you are saying that for $3.5 million for the radar package you would have a better bird in your force then you would have with the new F–16 or the F–20.

F–4 CAPABILITY

Now as a pilot yourself who has flown in there and your life depends upon the performance of that, there is such a thing as metal fatigue and hours on airframe and all the rest. For how long would that F–4 be operational?

General MACDONALD. The air defense mission is very undemanding of an airframe. It does not require a pilot to bank and yank and pull high G's and do a lot of the things that pilots who work close to the ground do in close air support. For that reason and according to Air Force figures, the F–4's at Fargo will be flying after the year 2015. We have a chart that I can furnish to you, sir, that shows service life of the F–4's.

PROJECTED NUMBER OF F-4D AIRCRAFT REMAINING WITH DAMAGE INDEX LESS THAN 2.13



SERVICE LIFE OF AIRCRAFT

We are talking of modifying some 180 airplanes, and they could reach their service life beginning in 2003 and ending after 2015. At additional cost, their service life could be further extended..

Senator ANDREWS. 2010, at a cost of $3.5 million apiece?

General MACDONALD. Yes, sir; that provides an F–15 type weapons system. The difference between it and the F–15 would be the fact that it does not go as fast and it does not go as far. But it would carry the same armament, have nearly the same ability to intercept that the F–15 has, at one-tenth of the cost.

Senator ANDREWS. At one-tenth of the cost.

Mr. Chairman?

Senator STEVENS. That is very, very interesting. I would end up by having the grandsons of the people that made them flying them. That is lasting a long time. I had not heard that.

Senator ANDREWS. That is farmer economy. We have got to make do with barbed wire and baling twine.

Senator STEVENS. I understand. I am driving a 1965 car, but I am not driving a 1935 car. You are talking about another 20 years, are you not?

General MACDONALD. Yes, sir.

Senator STEVENS. And they have been out there for 20 years already, have they not—15 years?

General MACDONALD. Yes, sir. In fact, I was flying not too long ago in one of them that was delivered on April Fool's day—and I do not know whether that had anything to do with it—April Fool's day of 1966, I believe. They are 1964 contract year, 1966 delivery.

Senator ANDREWS. We had Senator Rudman flying one of them, and if he could not beat it up, no one is going to.

General MACDONALD. And I might add one thing on that. It is a little like the 135. We have done some things to the KC–135, under direction of the gentlemen from Congress, with the JT3D engine and have made the 135 a very, very good tanker at a very low cost.

Senator STEVENS. You should have heard the screams when we did that.

General MACDONALD. Yes, sir.

LOSS OF TRAINING TIME ON OVERSEAS DUTY

Senator STEVENS. Tell me, General, I have several questions. One of the GAO comments to me was if you have people over there on this period of service, active duty service, that they will not get their annual training period and they will have to catch up with the training period sometime. Do you agree with that? If a person went overseas, say, on an every other year basis, would they still have to have the offyear training period of 15 days?

General MACDONALD. Well, I am assuming, No. 1, that the individual who goes over there would probably be fully trained. You would not send him over there for training.

Senator STEVENS. That has to be a given. You are not going to put him in the front line unless he is trained, I do not think.

General MACDONALD. So what we are talking about really is continuation training. On the air side that could be accomplished during initial duty training [IDT], the inactive duty weekends and other times like that. They can easily be brought up to speed. There are some different problems on the Army side because of the need for unit integrity.

Senator STEVENS. I am going to get into that with your colleague there.

GUARD USE OF OVERSEAS PREPOSITIONED EQUIPMENT

You have used equipment you have taken over. You have not used any prepositioned equipment yet, right?

General MACDONALD. On the air side, it was our equipment we took over. On the Army side, it was Missouri Guard equipment that had been taken down there. As the General indicated, we just rotated through and used that equipment.

Senator STEVENS. Were any of the people that went over actual employees of the Department of Defense, civilian employees, who are also Guardsmen?

General MACDONALD. Some of our own employees, military technicians with the North Dakota Air National Guard, went over.

Senator STEVENS. How many? What percentage?

General MACDONALD. It is about one-half.
Senator STEVENS. It was a substantial percentage?
General MACDONALD. Yes; about one-half.

REPLACING OVERSEAS ASSIGNED GUARDSMEN

Senator STEVENS. How did you make up for their loss? You are an employer losing a body. Did you have to hire someone to take their place?

General MACDONALD. I think Colonel Hegg is here. He is the commander, and I would not speak for him, sir. I just waved the magic wand and it was taken care of, but Colonel Hegg may want to answer that.

Colonel HEGG. Sir, part of the answer to that is we made do with fewer people back here at home. We are able to do that for a short period of time. If it was a total sustained period, maybe we could not, but for the short duration of our tour in Germany we were able to do that. We were able to also get some part-time Guardsmen that could not go to Germany for the 90 days or the 30-day period, but they could come out for their 15 days of training and backfill for the technician that was gone to Germany for a longer period. So it took several Guardsmen, weekenders, so to speak, to backfill for a technician that was gone.

One other point I would like to make is that it was talked about that there were 35 people from Fargo that went over. Part of the reason there was not more than that at any one time is because we felt we could not do away with that many folks from one station and continue to do the mission at home, still support it with that many people gone.

HOME-SHARED MISSIONS

Senator STEVENS. We are going to have to go into the whole concept of sharing missions at home. If a unit has sustained assignment, I understand there could be a gap there.

Did you have any civilians with these units? These people that we are talking about, the 35 people were all uniformed personnel? They did not take the civilian support group with them?

General MACDONALD. No.

Senator STEVENS. That was provided by the cadre that was there that you are working with; is that right?

Let me turn to you first, Sergeant Barke. Have you been over?

Sergeant BARKE. Yes, sir.

Senator STEVENS. On this current assignment?

Sergeant BARKE. Yes, sir; I was there for 58 days, sir.

Senator STEVENS. Now, are you permanent personnel?

Sergeant BARKE. I am an air technician, sir, with the 119th.

Senator STEVENS. So who filled in for you while you were gone?

Sergeant BARKE. A number of my subordinates and additional people that could fill in, as Colonel Hegg mentioned, due to their training periods and so forth.

Senator STEVENS. You did not pick up extra personnel to take your place while you were gone?

Sergeant BARKE. No, sir.

OVERSEAS FACILITIES AVAILABLE

Senator STEVENS. What was your experience about the facilities available to you over there? You stayed in barracks there?

Sergeant BARKE. Yes, sir.

Senator STEVENS. Transient kind of barracks, NCO-type barracks?

Sergeant BARKE. At a transient barracks. We lived at Landstuhl, Germany, which is adjacent to Ramstein Air Force Base.

Senator STEVENS. Ramstein. I know where that is.

In terms of your assignment, was there anything unique about this assignment as far as you were concerned in terms of its effect on you as an individual, Sergeant?

Sergeant BARKE. No; I do not think so, sir, other than it is a different experience. It is an experience that you get into as a Guardsman that in a lot of cases a number of us have been in that situation before. A lot of people have never been in that situation and everybody has different concerns. Families may not condone it, or at least some families.

IMPACT OF OVERSEAS DUTY ON FAMILIES

Senator STEVENS. I wanted to ask you about that. I do not want to make it too personal, but you obviously were in the service during wartime. This is sort of a semiwartime assignment concept, to be gone that long, right? Does that have an impact? You do not have a civilian job, non-DOD job, at this time?

Sergeant BARKE. No, sir.

Senator STEVENS. The length of that stay, did that have any adverse impact on your family? Was it too long?

Sergeant BARKE. I guess my wife can answer that better than I can, sir, but no. I have been in other situations that have been that long or longer, and that is part of the job. That is part of being a Guardsman; that is the way of life for a Guardsman.

Senator STEVENS. How about you, Sergeant Grondland? You have got the resource management job. What does that mean? Tell me what you supervise—security police type things?

Sergeant GRONDLAND. Well, I am associated with the supply portion. I was over on the initial support team. We went over there to survey and see what had to be done prior to getting there.

Senator STEVENS. How long were you over there?

Sergeant GRONDLAND. We were there 7 days.

Senator STEVENS. Have you been over there?

Sergeant GRONDLAND. Not since; no.

Senator STEVENS. Any of your people been over there?

Sergeant GRONDLAND. Right. We have had two supply teams—one technician and one regular Guardsman.

VARIOUS GUARD UNITS ON OVERSEAS DUTY

Senator STEVENS. Who can answer some questions about other kinds of units?

Maybe you can, General MacDonald. What kind of other units would come from Guard forces. Do you have security police squadrons in your Guard?

General MACDONALD. Limited, yes, sir—limited. Some of the units involved were Air Guard tankers over there previously on a deployment called Creek Party, and we have had C–130's over there on a rotational basis. We have C–130's right now in Panama, both the Reserve and the Guard.

Senator STEVENS. I know they are down there now. That is because of some changes there. I am talking about specific functional kinds of units now. Can you think of other kinds of units? The GAO says that because of the way Air Force units are organized, they can deploy easier in this type of a situation than the Army. Could you agree with that?

General MACDONALD. Yes, sir; because the Army, in most instances, is a unit, it is extremely hard to send one-third of a unit over there. Now if we were tasked to put an engineer platoon into Europe for 60 or 90 days, I think we could do that very easily, but it would be a composite of several engineer platoons, and that is what we did when we went to Honduras.

GUARD INTERFACING WITH FOREIGN PERSONNEL

Senator STEVENS. When you interface with the other units—let me put it this way—did you interface with units from other countries while you were there? Does your group work with other countries?

General MACDONALD. Well——

Senator STEVENS. Personnel from another country I am talking about.

General MACDONALD. Somewhat; yes, sir. Our Capstone Trace goes to Germany and we have been over there, our commanders have been over there on the ground and have interfaced with German army officers, and we have a German colonel coming over to train with us this summer.

Senator STEVENS. I am led to believe a substantial portion of their personnel are, in fact, Guard and Reserve.

General MACDONALD. I am really not that familiar with that territorial concept they have. I think they are all Reservists, basically all Reservists.

One other thing, sir, just to reiterate again what Colonel Hegg said. The ability to deploy the so-called full-time Guardsmen, the military technician or the AGR, over to Europe and then to backfill him with Guardsmen on their 15-day tours is a real resource for us. It trains our Guardsmen well. It still keeps them within the 15 days if they do have a problem, but it frees up the asset to go overseas.

TEAM CONCEPT ON OVERSEAS GUARDSMEN

Senator STEVENS. General Berkman, you have developed a team concept for some of the people that you have sent over, not only to Germany but Honduras, rather than normal Army units, right?

General BERKMAN. Yes, sir; elements of units. Particularly in the combat support/combat service support area it is feasible to put teams down to assist in the mission when it is unnecessary to have an entire unit, and then also using the composite system of bringing teams together in support of that mission.

Senator STEVENS. What happens? You have a unit over there and it is in the lines maintaining our commitment in NATO and someone pulls the plug and we have got a war. What happens to that unit? Does it become nationalized immediately? Have you explored that concept?

General BERKMAN. Not in any great detail, Senator. As we participate in these exercises in order to bring the value to the unit, when we have not been able to bring the entire unit to the exercise, we have taken a cell or a team out of that unit to get the benefit of being there and participating in the exercise, and ultimately to go back and be a resource for the training that takes place in the United States.

So as far as the teams going to Europe, it has been that concept. In Central America, when we have had a training opportunity such as this roadbuilding project, we have gone in and put together on a composite basis teams from a number of organizations in order to perform that mission.

I would like to make an observation with respect to something that General Macdonald commented upon, and that is the importance of full-time personnel in order in supporting these overseas deployments, whether they are on a rotational basis or whether it is a one-time basis. The Army Reserve, I would like to remind you, has had the lowest percentage of full-time unit support personnel of any Reserve component of any service.

It has been about 4 percent, compared to a much higher figure in the Air Force Reserve and Air National Guard because of particular requirements that they have. We are building more full-time unit support personnel, primarily with the AGR program, but also some increases in technicians, and we are currently up to a little less than 6 percent. It is the Chief of Staff and Secretary's goal to approach 10 percent.

But that full-time base, providing a cadre on location, has permitted the participation in the exercise in Egypt that I mentioned, Bright Star, where units rotated in and out for their annual training, as well as the exercise in Panama. And I think that in any continuing greater participation in Europe, our full-time support cadre is going to be very important.

COMMAND PROBLEMS OVERSEAS

Senator STEVENS. I was looking at trying to get to the problem of a commander. Suppose you are a division commander over there in one of our NATO divisions and Congress tells you that 10 percent of the slots in your division are going to be filled by Guard and Reserve peo-

ple, who are going to be there not to exceed 30 days, each one of them. You have got to rely on each one of those people in the event of emergency to defend U.S. interests in preserving peace in Europe. But if something went wrong, you would have to rely on them.

Now you have got two problems, as I see it. One is they are not your people permanently and you are really not going to develop a total unit in your training because 10 percent of your people are not going to be really your people. Second, there is always a question, I gather, about chain of command under those circumstances. Now these are things that have been raised to us. Do either one of those bother you about this concept we are talking about?

General BERKMAN. I really should not presume to speak for a division commander. I suggest that you talk to division commanders about that.

Senator STEVENS. We are going to do that.

General BERKMAN. But with respect to wartime and the forces that are going to be necessary in wartime, you know, the Army is heavily dependent now in the event of wartime on combat support/combat service support units from the Reserve components, and we are currently, through the Capstone Program, we are currently exercising, training and planning overseas deployments along those lines. So in the event of wartime, we are going to have to rely on the Guard and Reserve coming in as part of that team in order to sustain and maintain the Regular deployed forces.

So I think that is the way of the world right now.

Senator STEVENS. All right.

Senator Andrews, you may have some other questions. What I would like to do is see if we have got any person who is a civilian employee of the Federal Government in either of these units that has been deployed this way. I would like to see if you have a person here who has got family, who has children and a wife who does not work, and a person who has a working wife. I have got some particular questions to see, if we can get them, to see if the GAO is right about some of these things.

NEW GI BILL ACCEPTANCE BY NATIONAL GUARD

Senator ANDREWS. If you could think about those, but let me get back for just a minute on this to the adjutant general. How well accepted is the new GI bill with the members of the National Guard?

General MACDONALD. It is just starting to become more of a factor as we get more familiar with it and its provisions. As you know, sir, in North Dakota we have a very good State tuition program for members of the Guard also, but the Federal program is coming more into use and I think it is an enhancement to retention of our soldiers.

General BERKMAN. Senator, I certainly agree with that. If I may speak on behalf of the Army Reserve, the impact on recruiting and retention and the quality of the people that we are getting I think is demonstrating the value of the GI bill. Over 90 percent of the nonprior service accessions into the Army Reserve, at current figures, are high school diploma graduates. We are taking the lowest percentage of the lowest test

score categories in our history. And from all accounts the recruiters are giving, as well as the figures of those who are eligible signing up for the GI bill, it is a very important part of our recruiting and retaining effort.

Senator ANDREWS. Well, what would your expectation be of maintaining strength levels if the new GI bill were eliminated at the end of this fiscal year?

General BERKMAN. I would be very distressed by that.

Senator ANDREWS. Mac?

GI BILL INDUCEMENTS TO NON-COLLEGE-BOUND GUARDSMEN

General MACDONALD. Yes, sir. I think, if I may say one more thing, sir, we need also something for the individual who is not going to college—the mechanic, the farmer. We need him in the Guard as badly as we do the college student. We have, or it appears to me that we have, gone all-out for the college student but we have done little to help the man down in the local store. I would like to be able to give him an equivalency, maybe not the same but an inducement to stay in the Guard longer through a very good reenlistment bonus.

Senator STEVENS. Something like the veterans' home loan or small business start concept based on so many years of service or something?

General MACDONALD. Yes, sir.

General BERKMAN. I agree with that, too, as well as expanding the GI bill to cover vocational kind of training that our previous GI bill covered, because in the circumstances now it only covers a bachelor-bound degree. But we need to provide vocational support and assistance to our soldiers as well.

General MACDONALD. And just one more thing. I think that the average individual who joins the Guard joins as a single high school student. After he gets done with his first enlistment, he is now either in or out of college or has a job and a family. He is a different individual. We need a different inducement.

The problem that I have, Senator Andrews—and you know this much better than I—is that when he becomes a college graduate in North Dakota the chances of him staying in the State are very, very slim. I lose a large percentage of those college graduates to Minnesota or some other State where job opportunities are better.

RESOURCES IN RETENTION PROGRAMS

Senator ANDREWS. That leads us to another question. If you had to make the decision, where would you put the resources if you had them to put, in recruiting or retention?

General MACDONALD. Retention, sir, and the kind of retention that I spoke of earlier, in the retention of the kid who is a high school graduate who is now working as a mechanic in a garage someplace—whether it helps him buy a home or whether it helps him buy a business, or whether it just gives him dollars to stay in the Guard.

We need something because there is a family problem. There is an employer problem. It may not be a big one, but it is a problem and it is an irritant to our members. We need something to make them willing to go through that irritant.

General BERKMAN. You know, the Army has an expression, "We recruit the soldier but we retain the family," and I think that is even more relevant with the Reserve components.

GUARD TARGET WORK FOR REGULAR AIR FORCE

Senator ANDREWS. We mentioned the F–4, Mr. Chairman. One of the other missions that this unit does and does extremely well is the target work for the Regular Air Force, as a matter of fact, and General Macdonald and his staff have come up with a concept of using the T–39 for a faker aircraft. Would you have a problem with providing pilots, maintenance personnel, and parts for the T–39 if the decision were made to use the T–39 in the faker role?

General MACDONALD. No, sir; but I cannot provide the parts. I think we need to look at how the Navy flies their T–39's. They do it with a contractor logistic supply system. They do not try to keep parts for small numbers of airplanes around the system. They come out of a contractor that ships them to you overnight. We have the pilots and maintenance personnel on board right now.

One of the things that I do not think has ever really been addressed in the T–39 issue is that that airplane should also be used for day-to-day support in targets, not only ECM but just day-to-day targets. It is much cheaper to fly the T–39 as a target airplane than it is to fly an F–4 as a target airplane.

USES OF T–39 AIRCRAFT

Senator ANDREWS. If you had T–39's on a ramp at Fargo, aside from these uses how else could these aircraft be used?

General MACDONALD. There are several ways I think it could be used. One is as a plain, not only ECM, but plain target support, parts pickup, getting parts to broken-down airplanes. As the F–4 becomes less used throughout the system, when you land at some bases they will not have F–4 parts, so you have to furnish your own. You have to fly it in. To shuttle crews back and forth, things of that kind.

I think the airplane would be well used. It is not the first time that we have taken an airplane out of one mission in which it is not cost or mission effective. Let us say the B–57. It started out as a bomber and we modified it and called it the EB–57, continued to use it for electronic warfare for a number of years and it did a superb job, really a superb job. We have never replaced that asset. This would allow that to happen.

Senator ANDREWS. Well, as you know, the answer we got, which has just been printed on May 14, was that it does not look like they are going to get them this year. Most of them are already in aircraft storage at Davis-Monthan and they were taken there before our congressional report came out. So we can revisit that.

The Air Force is looking at a couple of avenues. One is a request for proposal to see how much it would cost to contract out the faker aircraft mission versus using the T–39. We will be trying to get more information from you on that. And they are going to send a report to our committee.

FEDERAL/STATE RELATIONSHIP IN SUPPORT OF ARMORIES

One last question, Mr. Chairman, before you get these other people up. Because of your position as adjutant general, how would you change the present Federal-State relationship regarding construction in support of armories?

General MACDONALD. As I stated in my opening comments, one of the things that has happened right now—and I will use a specific instance, Senator, that you may be aware of—the general diesel equipment building in Bismark on the expressway is owned by, I think, Metropolitan Federal Bank as the company is no longer in existence. They have moved out, and it would make a superb OMS for us.

If we go in there as the National Guard to buy that building, the State of North Dakota must furnish the land the building sits on. So we have to go in as the State and buy the land, and then the Federal Government will come in, after getting the Corps of Engineers and a few other people—and you know how that works—involved, and a couple of years from now we will probably have it.

But instead, if the State will furnish the land—and we do have land available—the Federal Government will come in and build a brand new building for us that will cost more than the other building and the land together. But it becomes in the State's best interest to put it on a bare piece of ground where the Federal Government will pay 100 percent of the cost because it is an OMS, rather than purchase an existing building where the State has to spend $200,000 for the land and perhaps the building would cost the Federal Government $0.5 million.

So if the Federal Government came in and said, "Yes, we can build this for $1 million, but if you can find us a building for under $1 million that will meet your requirements, we will buy it for you lock, stock and barrel, that would be helpful."

It would also be helpful, I believe, if in places like Alaska, North Dakota, and some of the other sparsely settled States we could have Federal armory support. These are very good Guard States. In fact, better Guard States than many of the bigger States that have larger populations; but as a percentage of population we are, you know, higher than they are. We are approaching in North Dakota 1 percent now. I believe Alaska is over 1 percent.

Because of the fact that they are located in some small towns, I know, Senator, you are well aware of the financial difficulty those small towns have in keeping the facilities up. It would be helpful if the Federal Government, and you did last year give us some money for repair of armories, I think it was cut from $30 million to $6 million or something like that, if that program was enlarged and based upon some meaningful eligibility criteria.

Senator ANDREWS. But if we could clear up the redtape, you could get a lot more square feet for a lot fewer dollars for the Federal Government.

General MACDONALD. Yes, sir; absolutely.

Senator ANDREWS. Thank you, General.

Mr. Chairman?

GUARD DEPLOYMENTS TO NATO

Senator STEVENS. We do not want to embarrass anybody, but I would like to know is there anyone here who was a civilian employee of the Federal Government of an agency other than the Department of Defense that has been involved in one of these deployments to Europe? Were there any civilian employees of the Federal Government agencies other than——

Sergeant BARKE. Yes, sir.

Senator STEVENS. Are any of them here?

Sergeant BARKE. No, sir.

Senator STEVENS. I may want to send some questions. Of course, we are looking at some of the problems of the employer, and if we are the employer we can get those and cover them very easily. We are looking at what happened in that agency where he left and see what they did.

PERCENTAGE OF FEDERAL EMPLOYEES NOT WITH DOD

Senator ANDREWS. Could we, Ted, get the figures? What percent of personnel in the Guard are employees of the Federal Government other than DOD employees or other than Guard employees?

General MACDONALD. We can get that information; yes, sir.

[CLERK'S NOTE: The following information was provided by the Department of Defense:]

The estimate, by service, of the number of Guard and Reserve personnel who are full-time, non-DOD Government employees follows:

SVC	SELRES	+	IRR	=	Ready Reserve	Protected 1986 end strength	Percent of end strength
ARNG	7,040		220		7,260	460,496	1.6
USAR	11,660		4,660		16,320	629,650	2.6
USNR	4,350		1,520		5,870	227,153	2.6
USMCR	530		480		1,010	95,019	1.1
ANG	2,840				2,840	110,859	2.6
AFR	3,470		1,030		4,500	116,400	3.9
DOD total	29,890		7,910		37,800	1,639,577	2.3
USCGR	820		180		1,000		
Grand total	30,710		8,090		38,800		

Response derived from the unadjusted data base prepared by DMDC in support of 1985 Key Federal Employee Screening Program.

Senator ANDREWS. Would you suspect it is 5, 6, 7 percent?

General MACDONALD. Yes, sir.

Senator ANDREWS. Well, we could take care of the employer side of that.

Senator STEVENS. We can get some statistics on what happens to the employer, what he does, whether he fills that job when he is gone for 30 days and what the cost is and what the impact is on the employer.

General MACDONALD. Sir, if you are interested in the weekender, some of them were supposed to be here today; unfortunately Lt. Col. Keith Bierke was going to be one of those. Keith was over there for 30 days. You know where he is.

Senator ANDREWS. He is out there farming. He is out there seeding. He better, so he can afford to be in the Guard.

General MACDONALD. Sir, if you will provide us the questions you would like to ask them, we will go to each one of those people and get them to fill them out.

Senator STEVENS. We do not want extensive questionnaires, but I will get you some questions, or a person who is representative of that area.

How about someone who is here—and I do not care what his relationship to the Defense Department or the Government is—who has a family and has been over there 30 days or more who is not in the hierarchy, if you will pardon me for saying so?

General MACDONALD. Unfortunately, these are the only two individuals here.

Senator STEVENS. The same situation. Is there anyone here that fits these categories as a junior officer or junior enlisted man who has been on the Europe assignment?

General MACDONALD. Perhaps, sir——

STATEMENT OF COLONEL KAISER

Colonel KAISER. I was over there for 45 days. I have two children and a wife and was over there with the initial cadre. As a matter of fact, I had the pleasure of coming up with the 69 volunteers from the maintenance organization to fill the slots.

Senator STEVENS. You are on the maintenance side of it?

Colonel KAISER. I am the chief of maintenance.

Senator STEVENS. Which unit?

Colonel KAISER. The 119th.

Senator STEVENS. Why don't you come forward for a minute, would you, and just answer a couple of questions for me?

How long have you been in the Guard?

Colonel KAISER. Twenty-three years, sir.

Senator STEVENS. Were you in the service during wartime?

Colonel KAISER. No, sir; I have been a Guardsman the entire time.

Senator STEVENS. Have you ever had this kind of assignment before, this 45 days you said you were gone?

Colonel KAISER. In 1969 I was over there as an interceptor pilot at Ramstein for 90 days.

Senator STEVENS. On a similar kind of concept?

Colonel KAISER. Exactly the same type, other than that we did not provide our own maintenance at that time. At that time they were transitioning from F–102's to F–4's, as a matter of fact. This time they are going from F–4's to F–16's. So it is just 20 years down the road.

Senator STEVENS. Were you filling in for people who had been reassigned to Vietnam at that time?

Colonel KAISER. People that were being reassigned because of the change in the aircraft, either being reassigned or were back in the States being retrained in the F–4.

Senator STEVENS. And you were gone from here—is this your home?

Colonel KAISER. Yes, sir.

Senator STEVENS. Forty-five days?

Colonel KAISER. I was gone 90 days in 1969 and this time for 45.

Senator STEVENS. What did you do while you were over there? Did you have a similar function there to what your function is here?

Colonel KAISER. This last time I was the chief of maintenance or detachment commander for the 72 folks that were in the deployment from maintenance.

Senator STEVENS. How many people do you have in your unit when you are here?

Colonel KAISER. As a technician there are approximately 200 in maintenance.

Senator STEVENS. But this time you are on active duty and you had the maintenance responsibility for the eight F–4's?

Colonel KAISER. That is correct.

FAMILY BENEFITS AS RESULT OF OVERSEAS DUTY

Senator STEVENS. Did you get any special allowances for your family while you were gone?

Colonel KAISER. No, sir.

Senator STEVENS. You got per diem?

Colonel KAISER. Per diem.

Senator STEVENS. You did not get the overseas allowance, or your family?

Colonel KAISER. When you go on active duty you get the normal BAQ, but you did not get any overseas. That depends on how many days you are gone. I believe it is over 90 days or something like that before you get overseas allowance.

Senator STEVENS. Does not a Regular Air Force person, if their family is here and they are overseas, get an allowance for their family here at home?

Colonel KAISER. After a certain number of days; that is correct.

Senator STEVENS. But you did not get that?

Colonel KAISER. I was not there long enough this time. They call it separation allowance. I received it in 1969.

Senator STEVENS. Did you get any kind of special allowances to benefit your family while you were gone?

Colonel KAISER. No, sir.

Senator STEVENS. How many kids have you got?

Colonel KAISER. Two.

Senator STEVENS. I was just going to ask does your wife work?

Colonel KAISER. Yes.

Senator STEVENS. There has got to be a strain on the family when the father is gone during a period like that, just a human strain, but I am talking about the problems of the family that might lead to a deterrent to the wives and children agreeing to this kind of assignment. I am trying to get to some of the problems that GAO tells us are there.

Colonel KAISER. In 1969 when I was there I was not working full time for the North Dakota Air Guard. I was a part-time worker. My wife worked. At that time we only had one child, who was about 1 year old at that time. And I guess the biggest problem we had was the fact that I was over there during the wintertime and there was not anybody around to shovel the snow. Other than that——

Senator STEVENS. The teenagers are not boys?

Colonel KAISER. In 1969 he was only 1 year old. Now I do not have that problem. [Laughter.]

SPECIAL ALLOWANCE FOR 30-DAY OVERSEAS TOUR

Senator STEVENS. Well, answer this. Is there a necessity for people who would be there for 30 days to have a special allowance for some kind of a separation allowance for the family to meet costs that would be incurred, in your judgment?

Colonel KAISER. It would be nice. Normally, as I remember it, the separation allowance did not really amount to that much to begin with. It was a bit, but when you are over there on TDY you pick up the per diem rate, and the per diem helps out some. The separation allowance, I do not remember what it is now, but in 1969 it did not amount to very much.

Senator STEVENS. Did any of the people along with you take their spouses along with them?

Colonel KAISER. In our group this time there were several people that brought their wives over.

Senator STEVENS. Do you know where they lived?

Colonel KAISER. There were a couple of them that lived on the economy and got apartments. If you are a certain rank, you have a BOQ, that is, a one-bedroom BOQ by yourself, and some of the wives stayed in there if they were there for just a short period of time, a couple of weeks, for a vacation.

Senator STEVENS. Well, that was my next question. Is it possible for you to then have, when you are over there, your wife join you and have a vacation? Can you still get back and forth? Is it possible for you to get an allowance to come back, or do you have to travel back on your own?

Colonel KAISER. It depends. If you do not come back on the scheduled return trip of the group, then you must take your chances as

a space-available passenger on the normal military airplanes that are going back and forth from Europe to the States. Most of the people did not really have any problem. My wife came over this last time after I was through with the tour and we traveled around for about a week, and I came back with her on a commercial flight.

JOB REPLACEMENT FOR OVERSEAS DUTY

Senator STEVENS. What happened to your job here in terms of getting the job done while you were gone?

Colonel KAISER. I must not have been needed because they did not replace me.

Senator STEVENS. But you are satisfied—when you came back and took over the same role, obviously.

Colonel KAISER. That is correct.

Senator STEVENS. You are satisfied that there was an ability for your unit to take care of that absence for 30 days?

Colonel KAISER. Yes, sir. The assistant maintenance officer was able to cover for a short period of time, as Colonel Hegg has said, there really is not a problem of covering for someone. It would be in the long pull that you would end up having problems. It gets to be one basket that does not get empty if you are gone too long.

RETURN TO CIVILIAN STATUS AFTER OVERSEAS TOUR

General MACDONALD. Sir, if I could just add something to this. We talked earlier about the perceptions and the little irritants. One of the little irritants is that if a technician, a military technician, or a civilian employee of the U.S. Government goes on military status, the day he comes off military status he must go back onto a civilian pay status or he loses his insurance and things of that kind.

So it restricts the individual from doing a fun thing like staying after his tour is over—like saying, "Dear wife, if you come over we will spend 2 weeks and I will take annual leave and we will go through Europe." It is a dumb thing.

Senator STEVENS. You mean even if you had leave coming you could not do it?

General MACDONALD. Even if you have leave coming, my understanding is you must go on civilian duty for 1 day or some oddball thing.

Senator STEVENS. Thank you, gentlemen. I think that has been noted by my friend back here. We will look into that. There are some things that come out when you have hearings.

General MACDONALD. And another thing is that, in my estimation, it is kind of ridiculous is to take an individual who has been over there 90 days, then has his wife come over, spends 2 weeks on vacation, and when he wants to come back he is now space-available. He is not directed travel. He was directed travel before, but now he becomes space-available. And again it is just an irritant. He has got to get back anyway, so why can't he come back as directed travel?

Senator STEVENS. If it is any consolation to you, the Senate Disbursing Office is just as difficult to deal with.

Senator ANDREWS. Sometimes worse. [Laughter.]

Senator STEVENS. Do you have any comments?

Senator ANDREWS. I have no other questions. I think we learned a lot, Mr. Chairman.

IMPACT ON VARIOUS AGE GROUPS AS RESULT OF VOLUNTEER DUTY

Sergeant BARKE. Sir, could I make one more comment? This has to do with the family aspect of our deployment which we have dealt with in a number of different ways. I think it shows that during our period when we were there the older people—I am not saying old people; the older people—participated and were more apt to volunteer along with the very young people of college age and those in their early 20's.

The people from 25 to 40 years old, there is a greater impact on those people. You did not get the number of volunteers in that age group for the situations that we are talking about—kids in school, taking care of grandma, and this type of thing. There is more ties in that age group than there is at the very young and, as in my case, all my kids are gone away from home and so forth. So there is a difference there.

Senator STEVENS. I think those statistics would be interesting. We are going to get those from the GAO study, as I understand it.

INCENTIVES TO GUARD AND RESERVE UNITS

Senator, I do not have any further questions. We will have questions which I will send to you, General Macdonald, to see if you can give them to people in your units just to give us some concept of whether—we are going to have to look for incentives for people to do this, if we do that. Currently we have enormous incentives, you know, to try to get people to reenlist, in order to be sent over to Europe for a period of a tour of duty, and there is a substantial cost to that bonus to go.

I think, by the same token, if we go to this concept, that if somehow we are going to take a portion of those jobs and fill them with Guard and Reservists, we have got to have incentives built for those people to get them to undertake this special duty, knowing full well that the cost of that incentive will be less than the reenlistment incentive we are currently paying for the Regular services, and at the same time it will be more cost effective to us not to have to maintain the same number of schools and language instructors and everything else, as I indicated before.

Senator ANDREWS. Again, Mr. Chairman, I want to thank you for coming out here, but I want to thank all of those of you who came and spent an afternoon giving us this kind of insight. I think you may have gathered why we did this, because we learned a great deal this afternoon that we simply cannot get by holding hearings in Washington, where you get the pat answers from the professional military types who tell you what they think you want to know. And that means you really do not find out what is actually going on.

So you have got a whole bunch of notes back there and we are going to have all kinds of fun when we see those professionals down there. I want to thank those of you who took the time to share this afternoon with us.

I know the Houligans, Mr. Chairman, have a great deal of democracy. It is a well-disciplined unit and they fly and they fight and they maintain and they do everything well, but they also are a group of free spirits, so if they had disagreed with anything the four up here said, they would have raised their hand and said, "No; that is not the way it is."

Senator STEVENS. I was about ready to ask that, you know.

Senator ANDREWS. You do not have to do that with this bunch.

CONCLUDING REMARKS

Senator STEVENS. You want to try your luck? I will take your word for it. If anyone wants to make any comments to us concerning questions that I asked, we would be pleased to have you write to our subcommittee and we will include your comments in the record so that if you feel there is something that you could have contributed to us on some particular aspect that we have asked, we will be happy to have the comments of any of you.

I, too, join Senator Andrews in thanking you for taking the time. I enjoyed the visit with those we had lunch with, and I have appreciated the frankness of the answers here and your willingness to help us pursue this. I am not convinced that we have found the total answer yet. I do not know what is going to be cost effective. I do not know whether it will work. I know that something has to be done to reduce the cost of the commitment to Europe and this may be one way that can be done. There may be others, too.

We appreciate it very much. Thank you.

I will insert at this point in the record a copy of the GAO's analysis to date and the results of their questionaire and interviews of the North Dakota Guard personnel:

GAO

United States
General Accounting Office
Washington, D.C. 20548

National Security and
International Affairs Division

CCAR-86-111

September 18, 1986

The Honorable Ted Stevens
Chairman, Subcommittee on Defense
Committee on Appropriations
United States Senate

Dear Mr. Chairman:

In February 1986, you requested we assess the feasibility of replacing, to the maximum extent possible, active duty personnel in Europe with reservists without significantly altering the total U.S. force strength in Europe. Your office also asked that we estimate any resultant cost savings. In doing our work, we considered the implications of modifying the reservists' active duty commitment from the current two weeks annually to frequencies such as four weeks biennially or six weeks triennially to maximize the time reservists could serve in Europe and minimize the rotation frequency.

In our May 16th letter, we identified several factors with considerable associated costs which would seem to limit any large-scale implementation of the replacement concept. For example, due to the frequency of rotation, a large number of reserve units would be needed for each active unit replaced. The actual number of reserve component units needed for each active unit replaced varies depending on the frequency and length of rotation. In addition, it appeared that an insufficient number of properly equipped reserve component units existed to implement the concept on any large scale.

Following our May 16th letter, your office requested that we perform additional work specifically addressing: (1) the actual number of active units or individuals which could be replaced by reservists and (2) the potential savings in support costs for services such as housing for dependents, schools, medical, and shopping facilities, which could be reduced if active personnel, accompanied by dependents, were withdrawn.

Additionally, the Air Force Air National Guard is taking part in a one year program where guardsmen are serving for periods of 30 to 90 days in Europe. The Air National Guard personnel are replacing active personnel while the active personnel are being trained on a new type aircraft. Your office asked that

we discuss this experience with Air Guard participants to determine the reservists willingness to take part in future European rotations.

Active Units/Individuals Who Could Be Replaced

Our analysis of Army and Air Force active units showed that only 16,654 of the 213,000 active Army personnel stationed in Europe and 15,006 of the 92,000 Air Force personnel, could be replaced using current reserve forces. The numbers are relatively small as a result of several factors--the most important of which is the fact that so many reservists are required for each active member replaced.

Our analysis of Army personnel was based on determining the number of active units in Europe with Tables of Organization and Equipment identical to those existing in Army reserve components. When a "match" was made, we determined whether a sufficient number of units existed in the current reserve force structure to allow for the various frequency rotations. The maximum number of active units which could be replaced--62, (16,654 personnel) occurred with reserve units serving six weeks annually. Replacing the 62 active duty units with reserve units would require at least 183,194 reservists.

Our analysis of Air Force personnel was based on individuals rather than units since Air Force manpower representatives told us that, unlike the Army, unit integrity is not as essential and therefore individual replacement is feasible. We identified the Air Force [Occupational] Specialty Codes (AFSC) of active personnel currently in Europe against those in the reserve components. When matches were made, we determined whether a sufficient number of individuals holding that AFSC were presently in the reserve force, taking into account the rotation frequency. We concluded that a maximum number of 15,006 active personnel could be replaced if reservists served six weeks annually. The replacement would require 165,066 reservists. Air Force officials told us most active force supervisory positions were not good candidates for replacement. They explained that frequently rotating reservists functioning as managers of active duty personnel would be disruptive to operations and cause active force morale problems. The 15,006 potential active positions for replacement included 5,442 supervisory personnel.

Potential for Reduced Support Costs

We requested information from Army and Air Force officials which could serve as an indicator of the impact of personnel replacements in seven U.S. military communities in Europe--four Army and three Air Force. The support services examined were those primarily related to dependents since those relating to military personnel would still be required. The five support services were: education, retail shopping and personal services, food, medical care, and family housing. Estimates of support services cost savings were provided by representatives of the communities. The estimates were prepared for us and were not formally documented.

Generally, the support services savings were relatively small unless most active military were removed from a community,

which is an unlikely probability. For example, at Hahn Air Force Base, Germany, a community of 4,843 active duty personnel with 4,997 dependents, we requested estimates of the savings which would result if 50 percent, 75 percent and 100 percent of the active military were replaced with reserves. Estimated savings were about $5.2 million for 50 percent, about $8.6 million for 75 percent and about $11.8 million for 100 percent.

Air National Guard-Experience

To gain insights from Air National Guard units which have participated in a one year program where Air National Guard personnel serve in active duty positions at Ramstein Air Base, Germany, we administered a questionnaire to members of the 119th Fighter Group, North Dakota Air National Guard. We received responses from 421 of 484 North Dakota guardsmen having occupations required by the European operation.

To determine the Air Guard personnel's interest in future deployments we asked a hypothetical question regarding a possible deployment to Ramstein in 1987. About one-third of the 400 respondents who plan to remain in the Air Guard said they would be "certain" or "very likely" to volunteer for "at least a six week deployment." To determine how frequently personnel would be likely to volunteer over a several year period, guardsmen who said they expected to be in the North Dakota Air National Guard for at least five more years were asked how often they would volunteer. Results showed that on the average they would volunteer for two such deployments in the next five years.

Members were asked the hypothetical question about volunteering for a possible 1987 deployment to determine what factors have an effect on the rate of volunteering. Two factors stood out as having a strong effect on the rate: the family situation and the employment situation.

While 51 percent of the 70 unmarried members report being "certain" or "very likely" to volunteer, the comparable volunteering rate was only 18 percent for the 108 members who must share the responsibility with a working spouse for caring for children. Answers to the same 1987 deployment question show that employment is also important. Only 21 percent of the 134 weekend guard members with regular jobs report being "certain" or "very likely" to volunteer. Thirty-two percent of the 182 full-time Air National Guard employees responded similarly. About 50 percent of the 50 weekend members in other employment categories which have yearly periods of reduced work demands (e.g., students, teachers, homemakers) said they would be "certain" or "very likely" to volunteer.

Only limited information is available about preferred lengths for a deployment. In response to a question about the preferred length of deployment, 28 percent prefer a 2-week period, 40 percent prefer a 4-week period, and 33 percent prefer a longer period.

It is important to remember this data only represents the views of one Air National Guard unit and the experiences could be quite different for the nation as a whole.

Respondents have attempted to predict whether or not they would volunteer for future deployments and past research has shown that people are sometimes not able to predict their behavior.

- - - - -

We have discussed results of our work in detail with your office. If you have any questions, please let us know.

Sincerely,

Frank C. Conahan
Assistant Comptroller General

NOV 18 1986

The Honorable Ted Stevens
Chairman, Subcommittee on Defense
Committee on Appropriations
United States Senate

Dear Mr. Chairman:

Our September 18, 1986, letter to you reported on our assessment of the feasibility of replacing, to the maximum extent possible, active duty personnel in Europe with reservists without significantly altering the total U.S. force strength in Europe. As you know, this assessment included an analysis of data obtained from a questionnaire administered to members of a North Dakota Air National Guard unit involved in filling active duty positions in Ramstein, Germany. As your staff recently requested, we are enclosing a compilation of member responses to each of the questions asked.

Answers to some questions are entered in the margins of the enclosed questionnaire. The percentages shown are the percentages of respondents who had valid data on the question. For other questions, a marginal comment refers the reader to one or more of the accompanying tables.

If you need any additional information, please let us know.

Sincerely yours,

Thomas J. Brew
Associate Director

Enclosures

U.S. GENERAL ACCOUNTING OFFICE

AIR NATIONAL GUARD FOREIGN DEPLOYMENT SURVEY

The U.S. General Accounting Office (GAO), an agency of the Congress, is conducting a study on the use of National Guard and Reserve personnel in Europe. The study has been requested by the Senate Appropriations Defense Subcommittee. As part of this study we are obtaining the views of personnel in the North Dakota Air National Guard (NDANG) who were in personnel classifications which were eligible for deployment to Ramstein in 1986.

The committee is evaluating the feasibility of using National Guard and Reserve components in Europe on an expanded scale. Some of the factors which need to be considered are the advantages and disadvantages to Guard members of such deployments. By filling in this questionnaire you will provide useful information about the feasibility and impact of such deployments.

Several questions in the questionnaire ask you to describe how you would react if there were other Ramstein deployments. The GAO has no information about whether or not there might be such deployments. The possibility of such deployments is mentioned in the questionnaire only to allow you to describe your feelings about overseas deployments.

The information that you and others provide will be presented to the congressional committee in statistical summaries. Your name will not be associated with the findings. Your questionnaire will be processed by the GAO and will not be shown to other personnel in NDANG.

The questionnaire takes about 25 minutes to complete. Unless you are able to hand the questionnaire directly to a GAO staff member, you should place the questionnaire in the attached envelope and return the sealed envelope to the designated NDANG staff member.

If you have any questions about the survey ask the GAO staff member administering this form or call George Delgado collect at the Washington GAO office at (703) 557-1020. Thank you very much for your cooperation.

********* TEMPORARY IDENTIFICATION INFORMATION *********
(This page will be detached before data processing.)

Social Security Number [ ]

Name _____ Duty telephone for today _____

See (1) "Employment status" in Table 1 (2) "attachment" to Table 1

AIR NATIONAL GUARD DEPLOYMENT QUESTIONNAIRE

1. Are you employed (either part-time or full-time)? (If employed but not working because of temporary lay-off, describe your employer below) [Circle the number for the correct answer.]

1 Yes (GO TO 1a.)

2 No (GO TO 1x.)

1a. Which of the following best describes your employer? (If two jobs, describe primary employment.) [Circle only one]

1 Federal government (including DOD)
2 State government
3 Local government (including public schools)
4 Self-employed in own business
5 Private firm with more than 500 employees
6 Private firm with 100-499 employees
7 Private firm with less than 100 employees
8 Working without pay in family business or farm
9 Other (Specify) _____

1b. Have you had this same employer for the last year (since October 1985)?

1 Yes-Same employer
2 No- Changed employers

1c. In your employment do you have a period every year of at least 6 weeks at a time when you do not work (For example, some teachers in the summer or some farmers in the winter)?

1 Yes
2 No

[CONTINUE AT QUESTION 2]

1x. Are you currently primarily a student, homemaker or unemployed? [Circle only one]

1 Student
2 Homemaker
3 Unemployed
4 Other (Describe) _____

1y. Have you had this same employment status for this last year (since October 1985)? (Participation in the Ramstein deployment should not be considered.)

1 Yes same
2 No change in employment status

[CONTINUE AT QUESTION 2]

for Questions 5-7 see "Status of dependents at home" in Table1

2. Are you currently a technician (ie. exempted federal employee of the Air National Guard), Active Guard (AGR) or a part-time guardsman? [Circle one]

40% 1 Technician
6 2 AGR
54 3 Guardsman
— 4 Other (Describe)_____
100%

3. Were you in the North Dakota Air National Guard (NDANG) as of last October (1985)?

97% 1 Yes
3 2 No- joined after October 1985
100%

4. When did you first learn that people in your AFSC code were eligible for the Ramstein deployment?

89% 1 In 1985
11 2 In 1986
100%

5. Do you have any children (UNDER 18 years of age) living at home?

1 Yes
2 No

6. Is a responsible adult needed in your home to look after children, an elderly parent or anyone else?

1 Yes- responsible adult is needed
2 No

7. Is your spouse or some other responsible adult normally at home when you are at work?

1 Yes (GO TO 7a) 2 No (SKIP TO NEXT QUESTION)

7a. Is that adult employed outside the home?

1 Yes
2 No

8. Did you ever sign-up or otherwise notify your superiors at NDANG that you would volunteer for the Ramstein deployment?

42% 1 Yes-said I would go
58 2 No-did not say I would go
100% *(This is based on both written questionnaires and answers during telephone contacts.)

See tables 2x and 3x.

9. Listed below are some of the factors which may or may not have influenced your own decision about volunteering for the Ramstein deployment. Please answer two questions about each factor. Under Column I indicate whether the factor generally was in favor of your going, against your going, or was neutral (ie. not a factor or the advantages and disadvantages balanced out). Then indicate in Column II how much influence, if any, the factor had on your decision. Try to recall how you felt at the time when you were considering whether to volunteer.

	I: Was this factor generally in favor, against or neutral toward your volunteering? (Check one for each factor then go to Column II.)			II: How much influence, if any, did this factor have on your decision about whether or not to volunteer? (Check one for each factor)				
	In favor (1)	Neutral (2)	Against (3)	Very great (1)	Great (2)	Moderate (3)	Some (4)	Little or none (or not relevant) (5)
Air National Guard considerations								
Your duties at NDANG								
Regular employment								
Your regular employer's attitude (If technician or AGR consider your immediate superior's attitude)								
Health or life insurance for you or your dependents								
Effect on your pension/retirement plan								
Other work-related factors concerning your regular employment								
Expected conditions at Ramstein								
The duties, responsibilities and working conditions in Ramstein								
The housing situation at Ramstein								
Eating facilities at Ramstein								
Local transportation on and off the base								
The off-duty activities in Ramstein								
Personal factors								
The cost of taking dependents to Ramstein								
Other financial advantages or disadvantages								
Attitudes of family members								
Responsibilities at home								
Other								
(Describe and rate any other factors)								

Results for Question 10e are given in Table 4.

10. Did you go to Germany as part of the Ramstein deployment?

1 Yes (CONTINUE) — 89 went to Germany, 83 of them returned a questionnaire — 2 No (SKIP TO NEXT PAGE)

10a. Was your participation in the Ramstein deployment completely voluntary or was there a degree of pressure to participate from your superiors at NDANG? [Circle only one]

94% 1 Completely voluntary
6 2 Slight pressure from superiors
0 3 Some pressure from superiors
0 4 Moderate pressure from superiors
0 5 Strong pressure from superiors
100%

10b. Is the Ramstein deployment your only annual training exercise this year or are you participating in other exercises which could fulfill your annual training requirement?

41% 1 Ramstein is the only way I am filling my annual training requirement
59 2 I am participating in other annual training
100%

10c. Did your spouse or any other dependents come over to join you in Europe?

27% 1 Yes
73 2 No
100%

10d. Did you remain in Europe at all after your official duty period ended?

8% 1 Yes
92 2 No
100%

10e. How satisfied or dissatisfied were you with each of the following aspects of the Ramstein deployment?

[Check one box in each row]

See Table 4

	Satisfied Very (1)	Satisfied Generally (2)	Marginally satisfied (4)	Dissatisfied Generally (5)	Dissatisfied Very (6)
The duties, responsibilities and working conditions					
The housing situation					
Eating facilities					
Local transportation on and off the base					
Provision of health or life insurance for you or your dependents					
Briefings about living conditions					
Arrangements for dependents in Ramstein					
The per diem rate					
Other (Describe) _____					

See Tables 2 and 3.

11. How consider how you might react if there were a deployment to Ramstein again next year (1987). Consider the factors you would take into account in deciding whether or not to volunteer for a Ramstein deployment in 1987. Again answer the two questions about each factor.

	I: Would this factor generally be in favor, against or neutral toward your volunteering ? (Check one for each factor then go to Column II.)			II: How much influence, if any, would this factor have on your decision about whether or not to volunteer? (Check one for each factor)				
	In favor (1)	Neutral (2)	Against (3)	Very great (1)	Great (2)	Moderate (3)	Some (4)	Little or none (or not relevant) (5)
Air National Guard considerations								
Your duties at NDANG								
Regular employment								
Your regular employer's attitude (If technician or AGR consider your immediate superior's attitude)								
Health or life insurance for you or your dependents								
Effect on your pension/retirement plan								
Other work-related factors concerning your regular employment								
Conditions at Ramstein								
The duties, responsibilities and working conditions in Ramstein								
The housing situation at Ramstein								
Eating facilities at Ramstein								
Local transportation on and off the base								
The off-duty activities in Ramstein								
Personal factors								
The cost of taking dependents to Ramstein								
Other financial advantages or disadvantages								
Attitudes of family members								
Responsibilities at home								
Other								
(Describe and rate any other factors) _____								

TABLE 3

TABLE 2

ALSO See TABLE 1

12. Taking into account all of the considerations from the previous question, how likely would you be to volunteer for at least a six-week deployment if there were another deployment to Ramstein next year? (Assume that the deadline for sign-up is in October.) [Circle only one.]

17% 1 Certain or almost certain to volunteer
14 2 Very likely to volunteer
12 3 Somewhat more than a 50/50 chance of volunteering
13 4 About a 50/50 chance of volunteering
13 5 Somewhat less than a 50/50 chance of volunteering
18 6 Very unlikely to volunteer
13 7 Definitely or almost definitely would not volunteer
100%

These questions could not be analyzed because the questions were not clearly understood by some respondents.

13. We would like to know how you would feel about the different types of deployment plans which are listed below. For each plan indicate how likely, if at all, you would be to volunteer to go to Ramstein next year. [Check one column in each row]

	Likely to volunteer (More than 50/50 chance)			About 50/50 chance	Unlikely to volunteer (Less than 50/50 chance)		
	Certain or almost certain	Very likely	Somewhat likely		Somewhat unlikely	Very unlikely	Definite or almost definite
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
13a. Consider a deployment like this year with a minimum six-week assignment but with an opening for you in only one season: (If the season does not matter to you, place a check in this space ____ and skip to 13b.)							
What if the opening was in the January to March period?							
How about in the April to May period?							
How about in the June to August period?							
How about in the September to November period?							
How about from November 15 to December 31?							
13b. Consider a plan which would let you choose the season next year but was for a longer assignment period: (If length of the assignment does not matter, check here ____ and skip to 13c.)							
What about a 2-month assignment?							
What about a 3-month assignment?							
What about a 6-month assignment							
13c. Consider a plan which would let you choose the season next year and allow you to use your time overseas to replace several years of annual training/ACDUTRA. (If replacing future annual training does not matter, check here ____ and skip to 13d.)							
What if going 4 weeks in 1987 meant no required annual training in 1987 and 1988?							
What if going 6 weeks in 1987 meant no required annual training in 1987, 1988, and 1989?							
13d. Consider a six-week deployment where you could choose the season next year and receive special incentive pay. (If a special incentive pay would not matter, check here ____ and go to the next page.)							
What if it were a $100 special incentive pay?							
What about a $250 special incentive pay?							
What about a $500 special incentive pay?							

For Question 15 see Table 5.

14. What is your best guess as to how much longer you will serve in NDANG?

1 Less than 18 months (ie. leave by December 1987) SKIP TO NEXT QUESTION

2. 18 months to 5 years (ie. leave by December 1991) SKIP TO NEXT QUESTION

3. At least 5 years (ANSWER 14a.)

14a. If a Ramstein deployment continued for five years, how often would you guess that you would volunteer and go? (Assume that you would always be selected if you volunteered.) [Check only one]

1 One of the five years
2 Two of the five years
3 Three of the five years
4 Four of the five years
5 All five years

The average was for slightly more than 2 deployments in 5 years

15. If you were to volunteer for an overseas deployment what length would be your first preference? [Check only one]

1 Two weeks
2 Four weeks
3 Six weeks
4 Eight weeks
5 Ten weeks

[See Table 5]

16. Do you have any other factors concerning the overseas deployment of guard personnel which you would like to communicate to the Congress? (Please describe.)

1. Yes (Please describe in the space below)
2. No

[See Table 6]

Table 1: Relationship between six demographic characteristics and reported likelihood of volunteering for 1987.

Question: . . how likely would you be to volunteer for at least a six-week deployment if there were another deployment to Ramstein next year?[a]

(Certain or almost certain to volunteer, Very likely to volunteer, Somewhat more than a 50/50 chance of volunteering, About a 50/50 chance of volunteering, Somewhat less than a 50/50 chance of volunteering, Very unlikely to volunteer, Definitely or almost definitely would not volunteer).

Demographic groups	Percentage report that : Definitely not or very unlikely volunteer	Approximately 50/50 chance[b]	Certain or very likely volunteer	Total (Number responding)
Status of dependents at home				
-No children at home				
Single	10	39	51	100% (70)
Married - spouse works	33	30	37	100% (93)
Married - spouse at home	22	39	39	100% (41)
-Children or elderly parents at home				
Spouse usually home	39	38	23	100% (85)
Spouse works	38	44	18	100% (108)
				(397)
Employment status				
NDANG employee	32	36	32	100% (182)
Employee with long annual leave period (6 weeks)	16	32	52	100% (31)
Employee (no long leave period)	37	42	21	100% (134)
Changed job in last year	27	38	35	100% (34)
Other (student, homemaker, unemployed)	0	37	63	100% (19)
				(400)
Education				
High School	29	42	29	100% (239)
Some College	28	30	42	100% (76)
College Graduates	36	36	28	100% (80)
				(395)
Residence				
Fargo/Morehead area	33	36	31	100% (261)
Other	25	42	33	100% (139)
				(400)
Sex				
Male	30	40	30	100% (379)
Female	25	19	56	100% (16)
				(395)

Age				
Under 25 years old	6	50	44	100% (54)
25 - 34 years	26	34	40	100% (97)
35 - 44 years	37	41	22	100% (153)
45 and over	37	34	29	100% (91)
				(395)

[a] Respondents who expect to leave NUANG in the next 18 months are excluded from this table.
[b] This column includes the responses "somewhat more", "somewhat less" and "about 50/50 chance".

Table 1 (attachment): Reported likelihood of volunteering for 1987 for weekend guard members from private firms (classified by size of firm)

	Percentage report that :			
Size of private firm	Definitely not or very unlikely volunteer	Approximately 50/50 chance	Certain or very likely volunteer	Total (Number responding)
500 or more employees	30	57	13	(23)
100 to 499 employees	58	17	25	(12)
less than 100 employees	21	54	25	(28)

Comments to accompany "Table 1 (attachment)"

This attachment to Table 1 includes only those weekend guard members who indicated the size of the firm in Question 1a and reported that they been employed at the firm for at least one year. The headings for the table are the same as for Table 1.

Notes to accompany tables 2x and 3x

These tables report on the results of a question (Question 9) in which respondents were asked to report on the factors which affected their decision about volunteering for the Ramstein deployment. These tables are similar to the earlier tables 2 and 3 in which respondents were asked a hypothetical question about the factors which would affect volunteering for a deployment in 1987. The differences between the two sets of tables are small (generally less than 5%). There is a small trend toward more "for going" reports on the hypothetical 1987 deployment question. The statistical significance of this trend has not been evaluated. At least three possible explanations could be offered for such a trend: (1) a hypothetical question may elicit fewer negative responses (2) the negative factors may become especially apparent as the time for the deployment comes nearer or (3) positive support for a deployment may have increase.

Table 2x Personal and deployment factors considered in deciding about participation in the 1986 Ramstein deployment (Question 9) *

Question: Listed below are some of the factors which may or may not have influenced your own decision about volunteering for the Ramstein deployment. Please answer two questions about each factor.

i. Was this factor generally in favor, against or neutral toward your volunteering?
ii. How much influence, if any, did this factor have on your decision about whether or not to volunteer?

Factor being considered	Percentage reporting that the factor would be: For going — Influence is: very great or great	For going — Influence is: moderate/ some	Neutral or little relevance	Against going — Influence is: moderate/ some	Against going — Influence is: very great or great	Total
Conditions at Ramstein						
The duties, responsibilities and working conditions in Ramstein	14	11	65	3	7	100% (364)
The housing situation at Ramstein	15	7	67	3	8	100% (367)
Eating facilities at Ramstein	9	6	81	2	2	100% (366)
Local transportation on and off the base	9	5	71	8	7	100% (364)
The off-duty activities in Ramstein	36	14	47	2	1	100% (363)
Personal Factors						
The cost of taking dependents to Ramstein	7	1	48	13	31	100% (365)
Other financial advantages or disadvantages	11	7	48	8	26	100% (366)
Attitudes of family members	19	10	48	8	15	100% (368)
Responsibilities at home	5	3	43	14	35	100% (366)

* Respondents are excluded from this table if they reported that they had either joined NDANG too recently (after October 1985 on Question 3) or learned about their eligibility for the deployment too recently (after December 1985 on Question 4).

Table 3x Employment related factors considered by full-time and weekend guard members in deciding about the Ramstein deployment (Question 9)[a]

Question: Listed below are some of the factors which may or may not have influenced your own decision about volunteering for the Ramstein deployment. Please answer two questions about each factor.

i. Was this factor generally in favor, against or neutral toward your volunteering?
ii. How much influence, if any, did this factor have on your decision about whether or not to volunteer?

Factor being considered	Percentage reporting that the factor would be: For going Influence is: very great or great	For going Influence is: moderate/ some	Neutral or little relevance	Against going Influence is: moderate/ some	Against going Influence is: very great or great	Total
PART I: Results for weekend guard members						
Your duties at NDANG	29	22	46	1	2	100% (183)
Your regular employer's attitude (if technician or AGR consider your immediate superior's attitude)	17	3	57	6	17	100% (179)
Health or life insurance for you or your dependents	4	4	85	3	4	100% (180)
Effect on your pension/retirement plan	12	13	69	2	4	100% (182)
Other work related factors concerning your regular employment	8	3	46	10	33	100% (180)
Part II: Results for full-time NDANG employees						
Your duties at NDANG	20	16	54	3	7	100% (181)
Your regular employer's attitude (If technician or AGR consider your immediate superior's attitude)	14	18	58	3	7	100% (181)
Health or life insurance for you or your dependents	4	4	60	7	25	100% (181)
Effect on your pension/retirement plan	11	11	56	6	16	100% (178)
Other work-related factors concerning your regular employment	6	5	76	4	9	100% (178)

[a] Respondents are excluded from this table if they reported that they had either joined NDANG too recently (after October 1985 on Question 3) or learned about their eligibility for the deployment too recently (after December 1985 on Question 4).

Table 2: Personal and deployment factors considered in deciding about participation in another deployment

Question: Now consider how you might react if there were a deployment to Ramstein again next year (1987). Consider the factors you would take into account in deciding whether or not to volunteer for a Ramstein deployment in 1987. . . answer these two questions about each factor.

i. Would this factor generally be in favor, against or neutral toward your volunteering?
ii. How much influence, if any, would this factor have on your decision about whether or not to volunteer?

Factor being considered	Percentage reporting that the factor would be: For going Influence is: very great or great	For going Influence is: moderate/ some	Neutral or little relevance	Against going Influence is: moderate/ some	Against going Influence is: very great or great	Total
Conditions at Ramstein						
The duties, responsibilities and working conditions in Ramstein	19	11	61	4	5	100% (397)
The housing situation at Ramstein	17	11	61	4	7	100% (395)
Eating facilities at Ramstein	12	8	74	3	3	100% (395)
Local transportation on and off the base	13	7	66	7	7	100% (396)
The off-duty activities in Ramstein	36	15	46	2	1	100% (396)
Personal Factors						
The cost of taking dependents to Ramstein	9	1	44	14	32	100% (394)
Other financial advantages or disadvantages	14	8	46	9	23	100% (398)
Attitudes of family members	19	10	51	6	14	100% (396)
Responsibilities at home	7	4	48	13	28	100% (396)

[a] Respondents who expect to leave NDANG in the next 18 months are excluded from this table.

Table 3: Employment related factors considered by full-time and weekend guard members[a]

Question: Now consider how you might react if there were a deployment to Ramstein again next year (1987). Consider the factors you would take into account in deciding whether or not to volunteer for a Ramstein deployment in 1987. Answer these two questions about each factor.

i. Would this factor generally be in favor, against or neutral townrd your volunteering?
ii. How much influence, if any, would this factor have on your decision about whether or not to volunteer?

Factor being considered	Percentage reporting that the factor would be: For going Influence is: very great or great	For going Influence is: moderate/ some	Neutral or little relevance	Against going Influence is: moderate/ some	Against going Influence is: very great or great	Total
PART I: Results for weekend guard members						
Your duties at NDANG	32	20	46	1	1	100% (202)
Your regular employer's attitude (if technician or AGR consider your immediate superior's attitude)	13	7	57	9	14	100% (198)
Health or life insurance for you or your dependents	5	7	81	3	4	100% (198)
Effect on your pension/retirement plan	15	12	69	1	3	100% (198)
Other work related factors concerning your regular employment	6	6	52	11	25	100% (202)
Part II: Results for full-time NDANG employees						
Your duties at NDANG	16	17	58	1	8	100% (187)
Your regular employer's attitude (If technician or AGR consider your immediate superior's attitude)	12	13	62	6	7	100% (185)
Health or life insuranc for you or your dependents	9	4	57	9	21	100% (190)
Effect on your pension/retirement plan	18	6	57	5	14	100% (189)
Other work-related factors concerning your regular employment	4	9	74	5	8	100% (183)

[a] Respondents who expect to leave NDANG in the next 18 months are excluded from this table.

Table 4: Deployed members' evaluations of the Ramstein deployment.

Question: How satisfied or dissatisfied were you with each of the following aspects of the Ramstein deployment?

Aspect rated	Percentage giving each rating: Satisfied (very/ generally)	Marginally (satisfied)	Dissatisfied (very/ generally)	Total (Number responding
The duties, responsibilities and working conditions	73	20	7	100% (81)
The housing situation	89	10	1	100% (83)
Eating facilities	62	21	17	100% (81)
Local transportation on and off the base	40	40	20	100% (83)
Provision of health or life insurance for you or your dependents	77	19	4	100% (79)
Briefings about living conditions	70	24	6	100% (82)
Arrangements for dependents in Ramstein	51	35	14	100% (69)
The per diem rate	53	33	14	100% (83)

Table 5: Preferences for deployment length

Question: If you were to volunteer for an overseas deployment what length would be your first preference?

Response	Percent
Two weeks	28
Four weeks	40
Six weeks	21
Eight weeks	5
Ten weeks	6
	100% (413)

Table 6: Other factors concerning overseas deployments

Question 16 gave members an opportunity to describe any other factors concerning overseas deployments which they wished to communicate to the Congress. One hundred fifty-four members provided valid comments to this question. Recurring comments dealt with the following issues.

1. Participation in deployments--particularly those lasting 4 or more weeks--might be enhanced if more favorable conditions existed for taking spouses and/or dependents overseas. Such conditions would include provisions for family transportation to and from Europe and better provisions for family housing and dependent schooling once in Europe.

2. Participation could be limited by a negative financial impact especially if the member was receiving only military pay and it was less than his/her civilian pay. This condition could be alleviated by providing financial incentives.

3. Participation could be adversely affected by a perceived change in the National Guard's role. Included is a perception that extended training is moving the Guard away from its civilian soldier role towards a regular military posture. Some members commented that guardsmen shouldn't regularly perform overseas operational roles in peacetime.

4. Participation by technicians might be enhanced if provisions were made for them to participate in a civilian status with per diem or if additional military leave were granted. This would avoid having to use annual leave or take leave without pay while in active duty status.

5. Operational experience could be enhanced if guardsmen were not required to integrate with active component members and instead could remain under Guard control. Some members felt that stricter adherence to regulatory requirements took time away from mission accomplishment and created unnecessary hassle.

6. Participation might be enhanced if shorter term deployments were made available to members. Longer deployments are resisted by family members and/or employers; however, deployments of about two weeks may be more acceptable.

CONCLUSION OF HEARING

Senator STEVENS. We will conclude the hearing. Senator Andrews and I thank all of you for your appearance here this afternoon. It was an enlightening session.

The subcommittee will recess subject to the call of the Chair.

[Whereupon, at 3:45 p.m., Thursday, May 22, 1986, the hearing was concluded and the subcommittee was recessed, to reconvene at the call of the Chair.]

○

60-765 (184)